

Wings of the species

**Inflation stirs**  
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# FINANCIAL TIMES

Europe's Business Newspaper MONDAY, MARCH 7 1994

## VW launches radical plan to cut car production costs

German carmaker Volkswagen plans a drastic restructuring of car development and engineering operations to cut costs and simplify its global manufacturing activities.

VW, which is losing money heavily, is to reduce the number of basic chassis platforms which are used to produce its range of cars from 18 to just four. The strategy will have a big impact on its operations in Germany, Spain, the Czech Republic, Brazil, Mexico, China and South Africa.

Page 18; Volkswagen builds a platform for growth, Page 21

**Black Sea fleet deal collapses:** The commander of Ukraine's navy has repudiated the accord reached between Ukraine and Russia to transfer the Black Sea Fleet from joint Russian-Ukrainian jurisdiction to exclusively Russian control. Page 18

**Digital to shed 6,000 jobs in Europe:** Troubled US-based computer manufacturer Digital Equipment is to cut up to 6,000 jobs in Europe over the next 12 months. Page 19

**Actress and politician Melina Mercouri dies:** Greek Culture Minister and film actress Melina Mercouri (left) died from complications after an operation for lung cancer. She was 68. Mercouri, who gained international acclaim with her 1960 film *Never on Sunday*, had leading roles in some 70 films and plays. A socialist, she served as culture minister from 1981 to 1989 and returned to the post in October. Her most widely publicised campaign was for the return of the Parthenon Marbles from the British Museum. Obituary, Page 3

**UN to restore power to Sarajevo:** United Nations officials intend to restore electricity and water supplies to the Bosnian capital of Sarajevo, but they need more troops to protect power plants and open roads into the city, UN special envoy Yasushi Akashi said. Page 3

**Peruvian company plans Eurobond issue:** Rodriguez Group, which specialises in consumer goods and pharmaceuticals, plans to become the first Peruvian company for more than 10 years to make a Eurobond issue. Page 19

**Healthcare reforms hit drugs sales:** Drug sales in Europe fell sharply in dollar terms last year after widespread healthcare reforms. Sales in the seven largest markets, which include Belgium and the Netherlands, fell from \$51.6bn in 1992 to \$45.97bn last year. Page 18

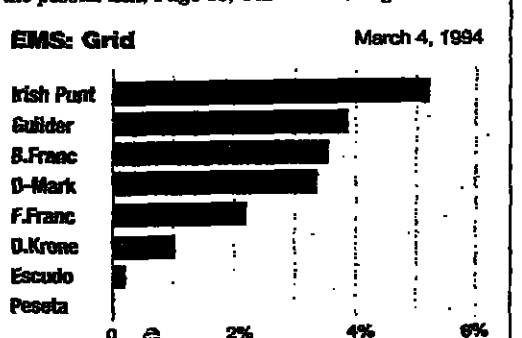
**Freight companies dismiss tunnel:** Many British transport companies are unlikely to make much use of the Channel tunnel for freight shipments, according to a survey. Page 7

**Sime Darby, the Malaysian-based conglomerate,** reported a 12 per cent rise in interim pre-tax profits to M412m (US\$415m). Page 21

**BAE in talks over Royal Ordnance:** British Aerospace is in exploratory talks with Giat, which could lead to collaboration between the French state-owned arms manufacturer and BAE munitions subsidiary Royal Ordnance. Page 19

**Bronfman shares climb:** Share prices of companies controlled by Toronto's Bronfman family jumped after reports that Anglo American of South Africa was negotiating to acquire a large stake in the Canadian resources, real estate and financial services empire. Page 21

**European Monetary System:** Despite interest rate cuts in Belgium, Spain and Germany, the order of currencies in the EMS grid remains unchanged at the start of the week. The Spanish peseta, the weakest currency in the grid, has lost ground against all the others. The Irish punt, the strongest currency, has gained further against the peseta. Lex, Page 18; Currencies, Page 31



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the system. Most of the currencies are permitted to fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the gulder which move in a 2.25 per cent band.

**Jewish settlers face evacuations:** Militant Jewish settlers in the West Bank town of Hebron vowed a campaign of civil disobedience after the Israeli government said it might evacuate them. Page 4

**African crime task force planned:** Law enforcement officers from nine African countries meet in Nairobi this week to create a regional task force to fight international crime syndicates dealing in ivory, rhino horn, diamonds, arms and drugs. Page 4

## Pressure mounts on president over Whitewater land deals as law chief quits

### Clinton aides face cover-up probe

By Jurek Martin in Washington

President Bill Clinton's Whitewater problems hit dangerously close to home yesterday as the focus shifted on to the role of his wife and whether the White House has engaged in a classic "cover-up".

The complex Arkansas land and financial dealings in the 1990s claimed their first definitive victim over the weekend with the resignation, from next month, of Mr Bernard Nussbaum, the president's widely criticised legal counsel.

His resignation came just a day after the special counsel probing the Whitewater affair, Mr Robert Fiske, issued subpoenas to 10 White House and Treasury officials, including Mr Nussbaum and Mr Roger Altman, the deputy Treasury Secretary.

Mr Fiske is seeking details of meetings between the officials to discuss the status of regulatory investigations into the failed Madison savings and loan institution at the heart of the Whitewater affair. Congressional Republicans have charged that the meetings were improper.

Yesterday, vice president Al Gore put up a vigorous televised defence of the president and First Lady. He conceded that "mistakes" had been made by White House officials, but said the president had created "new fire walls" between the White House and other government departments.

He promised the "highest ethical standards" in the future, insisting that "no credible allegations" of impropriety had been lodged against the Clintons and that "no one can now doubt the



White House under Whitewater pressure: Clinton; his legal counsel Bernard Nussbaum, who resigned; vice-president Gore and Hillary Clinton

independence of Mr Fiske."

Mr Gore also dismissed as "a cartoon image" reports in the US press yesterday that the White House was in a state of gloom and despair over the latest developments, with one unnamed senior official quoted as saying that this was "a perilous time" for this presidency.

Mr Gore accused the Republican party of partisan exploitation of the issue.

A flavour of the Republican attack was immediately provided in another TV interview by Senator Phil Gramm, the Republican from Texas, who came close to

suggesting Mr Clinton could be forced from office - he denied he meant impeachment - if he did not "begin by levelling with the American public".

The likelihood of a Congressional investigation into Whitewater, supplementary to Mr Fiske's, is also increasing, with some Democrats now joining the Republican clamour for hearings.

Yesterday even Congressman Dan Rostenkowski, who is generally supportive of Mr Clinton, refused to exclude looking into the role of the Treasury, over which his ways and means committee has jurisdiction.

The implication of Mrs Clinton in the affair has less to do with her carving out a new, policy role in the White House than with her past associations as a partner in the influential Rose Law Firm in Little Rock, through which much Arkansas state business passed.

Two other former partners are much in the news. The circumstances of the suicide last summer of Mr Vincent Foster, then Mr Nussbaum's deputy, continue to attract interest. Mr Webster Hubbell, now associate attorney general, is reportedly being questioned by Rose itself over past billing practices.

The quality of the White House staff, many of them old friends of the Clintons, is also under fire. Mr Nussbaum, a former Wall Street lawyer, had seemed error-prone, especially in vetting candidates for senior administration positions and for allegedly interfering with judicial processes over Whitewater and the Foster suicide.

But a more general criticism is that there is nobody close to the Clintons with the political authority and Washington experience to offer independent advice.

Corruption drive, Page 5

## Fear of re-emergent Russian expansionism prompts move towards 'wider Europe'

### EU seeks faster integration of east bloc

By Lionel Barber in Brussels

The European Union is fundamentally reassessing policy towards the former communist countries of central and eastern Europe, with Germany pressing for their faster integration with the west and future EU membership.

The reassessment, strongly supported by the US, is being driven by fears about Russian nationalism and the risk that Moscow might seek to reclaim its sphere of influence in eastern Europe, according to senior diplomats in Brussels.

Mr Jacques Delors, president of the European Commission, is also moving towards the concept of a "wider Europe," modifying his emphasis on deepening integration among the 12. "The whole policy toward central Europe badly needs a rethink," a senior Delors aide said.

The results of the policy review will emerge over the next few months, particularly when Ger-

many takes over the rotating EU presidency from Greece in July. But the broad outlines are already apparent.

European foreign ministers in Brussels will today consider an Anglo-Italian plan allowing formal co-operation at international conferences and "joint foreign policy actions" between the EU and the six "associate" EU member states - Poland, the Czech Republic, Hungary, Slovakia, Bulgaria and Romania.

The Anglo-Italian plan is likely to be followed by selective offers of associate membership of the West European Union, the EU's emerging defence arm.

Brussels is watching closely to see how Russia will respond in the light of its rejection of Nato membership for Poland and other former communist satellites.

The European Commission is also conducting a wide-ranging review of trade, aid, competition policy and the operation of the Common Agricultural Policy toward eastern Europe. Mr

Delors will chair a Commission brainstorming session on March 23, with several new ideas under review. They include:

- An end to export subsidies for EU farmers sending produce into eastern Europe. In a little-noticed action, the Commission agreed temporarily to stop export restitutions for apples entering the Czech Republic this year. But officials say more needs to be done to prevent highly competitive western farmers wiping out eastern European agriculture as it restructures.

- An overhaul of the Phare aid programme, which has pumped around Ecu1bn (\$1.1bn) of technical aid into eastern Europe over the past four years. Officials say aid needs to be channelled into infrastructure spending, more on the lines of the EU's own "structural funds" budget.

- A drive to persuade the former communist countries to copy EU competition law and harmonise regulations. A new "competition area" could defuse disputes

over state aid in eastern Europe, reducing the risk of the EU invoking anti-dumping actions, according to officials.

Although welcome, these moves may not satisfy the east Europeans, particularly Poland and Hungary. Hungary last week signalled that it intends to apply for formal membership next month with the goal of opening negotiations in 1996-97.

Germany is expected to make integration with central and east-

ern Europe a priority in its presidency. In response, France is being forced to reassess its own policy toward enlargement, just as it did two years ago when Germany and the UK pressed successfully to open membership negotiations with Finland, Sweden, Austria and Norway.

France is understood to be considering submitting detailed criteria for membership for the

Continued on Page 18

## Mandela seeks later deadline for electoral registration

By Patti Waldmeir in Johannesburg

Mr Nelson Mandela, African National Congress leader, said the deadline for parties to register for South Africa's first all-race election should be extended, after white rightwing groups reversed their earlier decision to register for the poll.

Hard-line officials of the white, rightwing Afrikaner People's Front (APF), meeting on Saturday in Pretoria, censured General Constand Viljoen, their moderate leader, for registering a rightwing party for the election. He registered an unknown party called the Freedom Front six minutes before the midnight deadline on Friday. He was heavily outvoted in a meeting on Saturday of the APF executive, which declared a poll boycott.

Moderate members of the white Conservative party at the meeting argued for election participation, but it was not clear whether they might still back away and form an alternative rightwing grouping. They must lodge a candidate list with the Independent Electoral Commission by Wednesday, or the Freedom Front's registration will lapse.

Mr Mandela told an election rally in the northern Transvaal town of Pietersburg there would be no peace if some players remained outside the election process. "I am prepared to talk to those who have refused to register... We must develop absolute patience and the ability to understand the fears of others."

He praised Gen Viljoen for his efforts to register a rightwing party, saying: "I am convinced he is genuine, with strength of character and integrity." The general will scarcely welcome this praise, given charges from his own allies that he is too close to the ANC.

Merely extending the registration deadline, as Mr Mandela suggested, is unlikely to woo the white right to join the process. They want a white referendum to test support for their demand for an Afrikaner homeland.

The AVF's decision leaves the Freedom Alliance, grouping the AVF, the Zulu-based Inkatha Freedom party and the Bophuthatswana black homeland, in disarray. Bophuthatswana's cabinet will decide today whether to register. Inkatha did so on Friday but it is too soon to say whether the alliance will split.

- At least 11 blacks were killed on Saturday in Bhambyai settlement outside Durban in clashes between Inkatha and the ANC.

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Austria	Sch20	Greece	Dr50	Lat	US\$5	Czech	OR13.00
Belgium	Dr250	Hong Kong	HK\$10	Malta	Mal\$0	S. Africa	R11
Denmark	DKr5	Italy	L1000	Mexico	MX\$20	Singapore	S\$4.30
France	FFr100	Japan	Y100	Norway	Nkr17.00	South Africa	R12.00
Germany	DM10	Spain	Ptas200	Sweden	SKr10	Switzerland	Sfr6.50
Greece	Dr50	Taiwan	NT\$100	Thailand	THB50	UK	£1
Hong Kong	HK\$10	USA	\$1.00	Turkey	TL1000	Yugoslavia	Din100
India	Rs10	West Germany	DM10	Yugoslavia	Din100		
Indonesia	Rp1000						
Italy	L1000						
Japan	Y100						
Malaysia	RM1.00						
Netherlands	FL100						
New Zealand	NZ\$1.00						
Norway	Nkr17.00						
Poland	PLn100						
Portugal	Esc200						
South Africa	R12.00						
Spain	Ptas200						
Sweden	SKr10						
Switzerland	Sfr6.50						
Taiwan	NT\$100						
Thailand	THB50						
Turkey	TL1000						
UK	£1						
USA	\$1.00						
West Germany	DM10						
Yugoslavia	Din100						



## NEWS: INTERNATIONAL

## Germany's big guns pull back

The first hint of a breakthrough in the hard-fought pay round for Germany's 3.6m engineering workers came in the early hours of Saturday morning, in the unlikely surroundings of Hanover's city press club.

Five leaders of IG Metall, the mighty engineering workers' union, and six from Gesamtmetall, the employers' federation, had been sitting around the table since 6pm, looking for ways of heading off the first strike in west German industry since 1984.

At the heart of the deal was a proposed trade-off between guarantees of job security and more flexible working hours. At 1am the negotiators broke to report back for the second time to their national executive committees, waiting patiently in nearby conference rooms.

"The whole package is back on the table," one official whispered. "It looks as if they are getting somewhere."

It took almost seven hours more, but at breakfast time the two sides were able to

## Quentin Peel on compromises that won a wage deal and averted a strike in industry

announcement, with visible relief, that a deal was done.

"We have been able to prove that national collective bargaining has a future," said Mr Hans-Joachim Gottschol, the tough-talking employers' leader, whose determination to get real cost cuts for his members took the pay round to the brink of collapse. "We, as well as IG Metall, want to carry on working with such national agreements."

On the face of it, both sides had to give up a lot of their demands.

The employers wanted a 10 per cent cost cut. They served notice of termination of the current agreement on holiday pay and conditions. They wanted individual enterprises to have more freedom to do plant-level deals on longer working hours.

The union wanted guarantees of job security, and preservation of real incomes. The pay

claim was for 5.5-6 per cent, and it wanted a new deal to cut working hours as an alternative to redundancies in recession-hit enterprises.

Neither side got what it wanted.

The pay deal this year amounts to an effective pay freeze: the 2 per cent increase from June 1 - five months late - amounts to about 1.16 per cent over the full year. But other fringe benefits have been reduced by 10 per cent for the year, and then tied to the pre-June pay scales for 1995 and 1996. A 10 percentage point increase in Christmas pay has been postponed. Holiday pay has been reinstated, but at the old rates.

Mr Gottschol says that means no overall increase in company wage bills. With increased productivity, that does mean cost cuts - although scarcely of 10 per cent.

The union won a deal on shorter working hours for crisis-hit plants. But only one option provides for guarantees of no redundancy.

According to that model, an entire company can opt for shorter working hours - say 30 hours a week instead of the current 36 hours - as an alternative to job cuts, if it is facing a slump in demand. The workers will lose a full six hours' pay, but they will not lose their jobs.

The alternative model agreed is for companies where only specific sections are operating under capacity. Then shorter hours can be introduced where needed, but the employees will not suffer a corresponding pay cut: they will get partial compensation for loss of earnings, but there will be no formal guarantee of no job cuts.

Where German employers are facing a temporary slump in demand because of the

recession, the models may prove attractive as an alternative to expensive redundancy packages. But they do not answer the problems of those companies losing export markets because of their high unit wage costs.

Mr Walter Riestler, the deputy leader of IG Metall who negotiated the package, said the deal amounted to a new option for flexibility in the national wage contract for recession-hit companies.

It does not amount to the sort of flexibility many employers were seeking, to shift the real focus of wage deals from the national to the plant level. Indeed, it amounts in effect to a reprieve for national collective bargaining at a moment when the system was under enormous pressure.

Mr Gottschol and Mr Klaus Zwickel, his IG Metall counterpart, were obviously content. But the real test of the system will depend on whether the latest package answers the real structural problems of the industry, and not just the need for a temporary pay freeze.

## Italian right shows strains

By John Simkins in Milan

Strains between right-wing allies contesting this month's Italian elections burst into the open at the weekend with an attack on the Forza Italia party of Mr Silvio Berlusconi by Mr Umberto Bossi, leader of the populist Northern League.

Opinion polls suggest about 40 per cent of decided voters will back the right wing in the March 27 poll, in opposition to a broad-left alliance led by the former communist Party of the Democratic Left. However, Mr Bossi is concerned that the emergence of Forza Italia is taking away votes from the Northern League, which won nearly 9 per cent of the national vote in 1992 and had 79 MPs in both houses.

At a rally in Florence Mr Bossi said that Forza Italia had been created by the former Christian Democrats (now the Popular party) "to take votes from the League and create a moderate grouping in order to recycle the old political class". In a play of words he also referred to "Forza Italia" (Italian strain) and "Falsa Italia" (False Italy).

Italian newspapers reported yesterday that Mr Bossi had also written to League officials directing them not "to support or put forward Forza Italia candidates in any way at all".

Mr Bossi was even more forthright in Florence about Mr Gianfranco Fini's National Alliance, formerly the neo-fascist MSI, with which Forza Italia has a technical alliance on division of seats. He said Mr Fini would not win votes in the north, which has "been traditionally anti-fascist".

Mr Berlusconi responded to Mr Bossi's remarks with an appeal for unity on the Italian right. "Our partners' candidates are of the same flesh and blood as us. They must be treated like our candidates," he told a rally in Florence.

Mr Berlusconi called on the members of the so-called Freedom Alliance to "overcome selfishness and small-mindedness".

## EUROPEAN NEWS DIGEST

## British Steel to seek pledge on industry support

British Steel has proposed that European industry ministers make a solemn pledge at their next meeting in April not to sanction any further subsidies in the steel industry as a way of resolving the sector's crisis, writes Hugo Dixon.

Mr Brian Moffat, British Steel's chairman, said he would then be prepared to take part in an industry-wide restructuring scheme being brokered by the European Commission. British Steel and other private-sector steel groups have been refusing to take part in the scheme following the decision by industry ministers to approve Ecu7bn (£5.3bn) in aid to several state-owned steel groups last December.

The scheme envisages non-aided companies cutting up to 25m tonnes of capacity to bring demand and supply for steel into balance. Mr Moffat vowed to continue his boycott of the scheme if there was no pledge to curb future subsidies. He said that without such assurance, he would also not attend a meeting between the Commission and European steel chiefs scheduled for March 23.

British Steel accepts that it will be impossible to unravel December's deal on subsidies. But it is trying to build up support for a total ban on any more being granted.

## Poland passes budget

Poland's 1994 budget was passed at the weekend by the Sejm, parliament's more important chamber, as the Solidarity trade union prepared for a campaign of protest strikes due to start today, writes Christopher Bobinski from Warsaw.

The budget, which is in line with IMF guidelines, opens the way to new standby credits and a 20 per cent reduction of Poland's \$33bn (£22.6bn) debt to western governments. It won the overwhelming support of the governing coalition parties despite initial demands from individual deputies that spending restrictions be eased.

Solidarity, which is planning to disrupt rail services and power and telecommunications links over the next few days, is demanding that controls on wages be eased and the scale of planned energy price rises reduced. The government led by Mr Waldemar Pawlak is now expected to nominate Mr Dariusz Rosati, an economist in his late 40s who is a specialist in foreign trade issues, as the new finance minister and deputy premier responsible for the economy.

Mr Rosati's views on the economy are similar to those of Mr Marek Borowski, his predecessor who drafted this year's stringent budget.

## Fears over Italian oil blow-out

Italian environmentalists claimed at the weekend that the country's first onshore oil well blow-out had caused an ecological disaster and wiped out at least a year's rice production in the area, writes John Simkins.

Agip, the oil exploration company controlled by the state-owned Eni group, has commissioned the Battelle Institute of Geneva to analyse the damage caused by the spill last week at its Treccate-Villa Fortuna oilfield near Novara, about 40km west of Milan, and advise on cleaning up. Treccate provides half of Italy's annual crude oil production of 4m tonnes and 5 per cent of consumption in a country heavily dependent on imports. Agip made the well safe at the weekend.

Mr Roberto Gazzola, of the environmental group Legambiente, said: "We believe the damage is even more serious than it appears. It is possible the oil has permeated the earth's water-bearing stratum and seeped into the Ticino river."

## Rousselet plans libel writ against minister

By Alice Rawsthorn in Paris

Mr André Rousselet, the French businessman who last month resigned as chairman of the Canal-Plus television group, plans to sue Mr Philippe Alexandre, a prominent French political commentator, over comments on Mr Rousselet's personal wealth. The libel suits should ensure that the row over Mr Rousselet's resignation stays in the limelight.

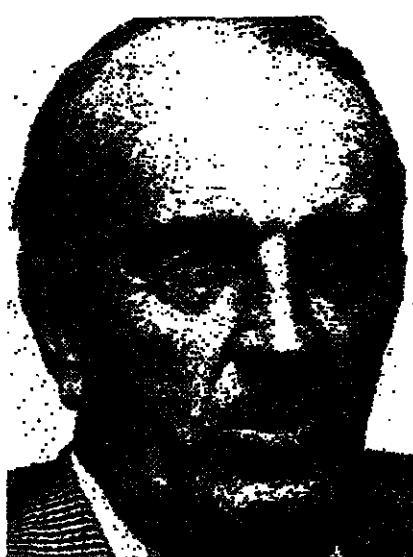
The concert party has raised important questions about the future relationship between the French government and industry at a time when the Balladur government is pursuing an ambitious privatisation programme.

Until recently most French companies in "sensitive" sectors such as broadcasting have been state controlled, and governments have openly intervened in management and personnel issues, notably in the appointment of the chairman.

But in theory the state should have no influence over the affairs of a private sector company such as Canal-Plus, which is publicly quoted with a large part of its equity owned by companies in related industries that act as *noyau dur* or "hard core" investors.

The Balladur government is now introducing *noyau dur* to the companies being sold in its privatisation drive. These hard core investors tend to be companies sympathetic to the aims of the Balladur administration.

Mr Rousselet's conspiracy allegations have fuelled fears among international investors that future French governments could use the *noyau dur* indirectly to influence the affairs of private-sector companies.



André Rousselet: controversy

THE FINANCIAL TIMES  
Published by The Financial Times (Europe) GmbH, Neuhofstrasse 3, 40318 Frankfurt am Main, Germany. Telephone: +49 69 150 150. Fax: +49 69 2964481. Telex: 416193. Registered in Frankfurt by J. Walter Brand, Wilhelmstr. 1, 60331, Cologne. A. Remond as Geschäftsführer and in London by David C.M. Bell and Alan C. Miller. Printer: DVM Druck-Vertrieb und Marketing GmbH, Admiral-Rosenthal-Strasse 3a, 63526 Neu-Isenburg (owned by Hürthig International). Responsible Editor: Richard Lambert, c/o The Financial Times, Limited, Number One Southwark Bridge, London SE1 9HL, UK. Shareholders of the Financial Times (Europe) GmbH are: The Financial Times (Europe) Ltd, London and F.T. (Germany) Advertising Ltd, London. Shareholder of the above mentioned two companies is: The Financial Times Limited, Number One Southwark Bridge, London SE1 9HL. The Company is incorporated under the laws of England and Wales. Chairman: D.C.M. Bell.

FRANCE  
Publishing Director: J. Rolly, 168 Rue de Rivoli, F-75004 Paris Cedex 01. Telephone: 01 4297 4621. Fax: 01 4297 4629. Printer: S.A. Nord Editeur, 1521 Rue de Camille, F-91000 Rodinville Cedex 1. Editor: Richard Lambert. ISSN: ISSN 1140-2753. Commission Paritaire No 67808D.

DENMARK  
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## NEWS: INTERNATIONAL

## Cabinet may try to pull Israelis out of Hebron

## Militant settlers vow to resist evacuation

By Julian Ozanne in Jerusalem

Militant religious settlers in Hebron vowed a campaign of civil disobedience yesterday after Israeli cabinet ministers said the government was considering evacuating the 400 Jewish settlers who live in the West Bank town.

Ministers said the cabinet could decide next Sunday whether to evacuate the settlers from the heart of Hebron - a Palestine Liberation Organisation demand for resuming peace talks after the mosque massacre of worshippers by a Jewish gunman 10 days ago.

Although ministers stressed such a move would reflect government security concerns for the settlers rather than a concession to the PLO, it would be bound to provoke a storm of protest from right-wing settlers and religious parties, who view Hebron as one of the most important historic sites of the biblical land of Israel.

Hebron settlers said they would resist any government attempt to force them to leave their homes. Rabbi Shlomo Goren, former chief army rabbi who last year told soldiers not to obey orders to evacuate settlements, said settlers preferred to be killed rather than leave Hebron. The rabbi, however, also said Jewish settlers should not fire on soldiers.

Up to 110,000 Palestinians

The International Monetary Fund has praised Israel's economic reform programme as laying the conditions for high and sustainable growth but warned against complacency over inflation, Julian Ozanne writes.

In a report released in Jerusalem yesterday, the IMF backs Israel's central bank which has clashed with the finance ministry over increasing interest rates to meet an inflation target of 8 per cent for 1994. Inflation last year ended at 11.2 per cent.

The fund welcomed the interest rate increase and said maintaining the full independence of the central bank was important to macro-economic credibility. The fund said the primary focus of Israel's monetary policy should be "attainment of the inflation target". The fund generally praised the economic reform drive but said the process should be reinvigorated, particularly in the areas of privatisation, banking sector reform, labour market reform and the further liberalisation of the trade and capital accounts.

live in Hebron, the burial place of the biblical patriarchs Abraham, Isaac and Jacob, sacred to both Arab and Jew. Ministers said there was now a majority in the cabinet for

evacuating the Hebron settlers from the town centre to the nearby settlement of Kiryat Arba. Mr Binyamin Ben-Eliezer, housing minister and former army commander of the West Bank, said he was concerned about the Hebron settlers' security and the negative impact their presence creates on the peace process.

"So long as they are still there, I believe the thing itself creates friction and draws fire," Mr Ben-Eliezer told Israel Radio.

The cabinet discussion of Hebron came after up to 25,000 Israeli peace activists demonstrated in Tel Aviv on Saturday night and called for action against the settlers.

The PLO, which suspended peace talks after the massacre, says it would return to negotiations only after Israel takes more measures to protect Palestinian lives, disarm the settlers and evacuate some ideological settlements such as the ones in Hebron.

Mr Ahmed Tibi, an Israeli Arab adviser to Mr Yasser Arafat, PLO chairman, said yesterday the government "should do what it can do to immediately evacuate Jews from inside Hebron as a first step in order to improve the atmosphere for peace talks".

Mr Yitzhak Rabin, the Israeli prime minister, who has so far ruled out evacuating any set-



An Israeli soldier faces a young Palestinian stone-thrower yesterday in the Gaza Strip refugee camp of Jubaila. Moments later he retreated rather than fire his weapon at close range.

lements, drew fire yesterday from cabinet colleagues opposed to his steps to broaden the coalition by including the far right-wing Tsomet party.

The left-wing Meretz faction, Mr Rabin's most important coalition partner, said they would quit the government if Tsomet joined. Political observers said the Meretz ultimatum would effectively kill off Mr Rabin's overtures to Tsomet, which is against evacuating settlements, the peace process and a Palestinian state.

However, Mr Shimon Peres, foreign minister, said that, despite Meretz and Labour party opposition, Mr Rabin would go ahead with negotiations with Tsomet because it was vital to broaden the coalition during the current crisis.

Hinting at a possible breakthrough with the PLO, Mr Peres said Meretz would support Tsomet joining the government if they could be shown that it would speed up the peace negotiations with the Palestinians.

## Japan ponders trade response

By William Dawkins in Tokyo

Japan's divided ruling coalition will this week hold an emergency cabinet meeting in an attempt to decide market opening measures in response to the latest increase in US trade pressure.

This follows US President Bill Clinton's decision last week to revise the Super 301 provision of US trade law, which gives the US power to impose trade sanctions on countries unfairly impeding its exports. That was a consequence of the deadlock between Washington and Tokyo on ways to reduce Japan's trade surplus and increase demand for imports.

The Japanese government aims to take firm decisions on further steps to open its market to imports by the end of March, said Mr Tsutomu Hata, foreign minister. Among possible measures are further deregulation, incentives for foreign investment and more open government procurement.

The cabinet meeting is scheduled for Wednesday, the day before Mr Warren Christopher, US secretary of state, is due to meet Mr Morihiro Hosokawa, the Japanese prime minister, and senior colleagues, to discuss trade and foreign policy co-operation. International press review, Page 6

## African task force to combat wildlife traffickers

By Leslie Crawford in Nairobi

Law enforcement officers from nine African countries are meeting in Nairobi this week to create a regional task force to fight international crime syndicates dealing in ivory, rhino horn, diamonds, arms and drugs.

"We need a highly mobile team of officers with the authority to operate across borders to penetrate and crack these increasingly sophisticated smuggling networks," says Lt Col Pieter Latagan of the South African police force's Endangered Species Protection Unit.

"With an African task force, we could place wildlife traffickers under surveillance as they move across borders, so that entire networks, and not just individuals, could be apprehended," he said.

Trafficking in wildlife is on the rise, and has become linked to illegal trade in weapons and drugs across southern and eastern Africa. Mr Latagan's unit impounded 2,200 tusks last year - hacked into 22,000 cubes to facilitate smuggling - compared with 130 tusks in 1992.

Kenya seized more than 1,000 kg of ivory in 1993 in a case involving five

Koreans and one Ethiopian smuggler. Officials from Kenya's Wildlife Service, who have won plaudits worldwide for their anti-poaching efforts, say they need freedom to cross borders when pursuing poachers and smugglers. They would also welcome extradition treaties to trap ring leaders of international networks.

Zambia arrested 1,500 poachers in 1993 and seized more than 2,000 automatic weapons. Uganda is concerned with the growing illicit trade in chimpanzees and rare birds. Swaziland estimates it has lost 60 per cent of its white rhino population since poachers

invaded the landlocked kingdom in 1988.

"Hardened criminals are what we are often up against," says a Swazi police officer. "They deal not only in poaching, but in gun-running, drugs, smuggling, grand larceny and murder."

Mozambique, which is emerging from a 17-year civil war, has become a free-for-all for poaching gangs, including foreign armed forces who regularly invade Mozambique from neighbouring countries. According to the law enforcement officers at the Nairobi conference, it is known that Zam-

bians and Malawians hunt elephants in Tete province, while Tanzanians and Somalis operate along the Rovuma river in northern Mozambique. Ivory and rhino horn are easily smuggled from Mozambique ports, where surveillance is lax.

Officers believe an African Task Force would give them more power to address corruption within their own customs, police and armed forces.

The delegates, from Kenya, Lesotho, Malawi, Mozambique, South Africa, Swaziland, Uganda, Tanzania and Zambia hope the anti-smuggling task force will be operational in 12 months.

Prices for electricity determined by the purposes of the electricity supply and distribution companies in England and Wales				Prices for electricity determined by the purposes of the electricity supply and distribution companies in Scotland and Northern Ireland			
Domestic rates		Industrial rates		Domestic rates		Industrial rates	
Power used for	Price per unit	Power used for	Price per unit	Power used for	Price per unit	Power used for	Price per unit
100 kWh	10.00	100 kWh	10.00	100 kWh	10.00	100 kWh	10.00
500 kWh	50.00	500 kWh	50.00	500 kWh	50.00	500 kWh	50.00
1,000 kWh	100.00	1,000 kWh	100.00	1,000 kWh	100.00	1,000 kWh	100.00
15,000 kWh	1,500.00	15,000 kWh	1,500.00	15,000 kWh	1,500.00	15,000 kWh	1,500.00
30,000 kWh	3,000.00	30,000 kWh	3,000.00	30,000 kWh	3,000.00	30,000 kWh	3,000.00
45,000 kWh	4,500.00	45,000 kWh	4,500.00	45,000 kWh	4,500.00	45,000 kWh	4,500.00
60,000 kWh	6,000.00	60,000 kWh	6,000.00	60,000 kWh	6,000.00	60,000 kWh	6,000.00
75,000 kWh	7,500.00	75,000 kWh	7,500.00	75,000 kWh	7,500.00	75,000 kWh	7,500.00
90,000 kWh	9,000.00	90,000 kWh	9,000.00	90,000 kWh	9,000.00	90,000 kWh	9,000.00
105,000 kWh	10,500.00	105,000 kWh	10,500.00	105,000 kWh	10,500.00	105,000 kWh	10,500.00
120,000 kWh	12,000.00	120,000 kWh	12,000.00	120,000 kWh	12,000.00	120,000 kWh	12,000.00
135,000 kWh	13,500.00	135,000 kWh	13,500.00	135,000 kWh	13,500.00	135,000 kWh	13,500.00
150,000 kWh	15,000.00	150,000 kWh	15,000.00	150,000 kWh	15,000.00	150,000 kWh	15,000.00
165,000 kWh	16,500.00	165,000 kWh	16,500.00	165,000 kWh	16,500.00	165,000 kWh	16,500.00
180,000 kWh	18,000.00	180,000 kWh	18,000.00	180,000 kWh	18,000.00	180,000 kWh	18,000.00
195,000 kWh	19,500.00	195,000 kWh	19,500.00	195,000 kWh	19,500.00	195,000 kWh	19,500.00
210,000 kWh	21,000.00	210,000 kWh	21,000.00	210,000 kWh	21,000.00	210,000 kWh	21,000.00
225,000 kWh	22,500.00	225,000 kWh	22,500.00	225,000 kWh	22,500.00	225,000 kWh	22,500.00
240,000 kWh	24,000.00	240,000 kWh	24,000.00	240,000 kWh	24,000.00	240,000 kWh	24,000.00
255,000 kWh	25,500.00	255,000 kWh	25,500.00	255,000 kWh	25,500.00	255,000 kWh	25,500.00
270,000 kWh	27,000.00	270,000 kWh	27,000.00	270,000 kWh	27,000.00	270,000 kWh	27,000.00
285,000 kWh	28,500.00	285,000 kWh	28,500.00	285,000 kWh	28,500.00	285,000 kWh	28,500.00
300,000 kWh	30,000.00	300,000 kWh	30,000.00	300,000 kWh	30,000.00	300,000 kWh	30,000.00
315,000 kWh	31,500.00	315,000 kWh	31,500.00	315,000 kWh	31,500.00	315,000 kWh	31,500.00
330,000 kWh	33,000.00	330,000 kWh	33,000.00	330,000 kWh	33,000.00	330,000 kWh	33,000.00
345,000 kWh	34,500.00	345,000 kWh	34,500.00	345,000 kWh	34,500.00	345,000 kWh	34,500.00
360,000 kWh	36,000.00	360,000 kWh	36,000.00	360,000 kWh	36,000.00	360,000 kWh	36,000.00
375,000 kWh	37,500.00	375,000 kWh	37,500.00	375,000 kWh	37,500.00	375,000 kWh	37,500.00
390,000 kWh	39,000.00	390,000 kWh	39,000.00	390,000 kWh	39,000.00	390,000 kWh	39,000.00
405,000 kWh	40,500.00	405,000 kWh	40,500.00	405,000 kWh	40,500.00	405,000 kWh	40,500.00
420,000 kWh	42,000.00	420,000 kWh	42,000.00	420,000 kWh	42,000.00	420,000 kWh	42,000.00
435,000 kWh	43,500.00	435,000 kWh	43,500.00	435,000 kWh	43,500.00	435,000 kWh	43,500.00
450,000 kWh	45,000.00	450,000 kWh	45,000.00	450,000 kWh	45,000.00	450,000 kWh	45,000.00
465,000 kWh	46,500.00	465,000 kWh	46,500.00	465,000 kWh	46,500.00	465,000 kWh	46,500.00
480,000 kWh	48,000.00	480,000 kWh	48,000.00	480,000 kWh	48,000.00	480,000 kWh	48,000.00
495,000 kWh	49,500.00	495,000 kWh	49,500.00	495,000 kWh	49,500.00	495,000 kWh	49,500.00
510,000 kWh	51,000.00	510,000 kWh	51,000.00	510,000 kWh	51,000.00	510,000 kWh	51,000.00
525,000 kWh	52,500.00	525,000 kWh	52,500.00	525,000 kWh	52,500.00	525,000 kWh	52,500.00
540,000 kWh	54,000.00	540,000 kWh	54,000.00	540,000 kWh	54,000.00	540,000 kWh	54,000.00
555,000 kWh	55,500.00	555,000 kWh	55,500.00	555,000 kWh	55,500.00	555,000 kWh	55,500.00
570,000 kWh	57,000.00	570,000 kWh	57,000.00	570,000 kWh	57,000.00	570,000 kWh	57,000.00
585,000 kWh	58,500.00	585,000 kWh	58,500.00	585,000 kWh	58,500.00	585,000 kWh	58,500.00
600,000 kWh	60,000.00	600,000 kWh	60,000.00	600,000 kWh	60,000.00	600,000 kWh	60,000.00
615,000 kWh	61,500.00	615,000 kWh	61,500.00	615,000 kWh	61,500.00	615,000 kWh	61,500.00
630,000 kWh	63,000.00	630,000 kWh	63,000.00	630,000 kWh	63,000.00	630,000 kWh	63,000.00
645,000 kWh	64,500.00	645,000 kWh	64,500.00	645,000 kWh	64,500.00	645,000 kWh	64,500.00
660,000 kWh	66,000.00	660,000 kWh	66,000.00	660,000 kWh	66,000.00	660,000 kWh	66,000.00
675,000 kWh	67,500.00	675,000 kWh	67,500.00	675,000 kWh	67,500.00	675,000 kWh	67,500.00
690,000 kWh	69,000.00	690,000 kWh	69,000.00	690,000 kWh	69,000.00	690,000 kWh	69,000.00
705,000 kWh	70,500.00	705,000 kWh	70,500.00	705,000 kWh	70,500.00	705,000 kWh	70,500.00
720,000 kWh	72,000.00	720,000 kWh	72,000.00	720,000 kWh	72,000.00	720,000 kWh	72,000.00
735,000 kWh	73,500.00	735,000 kWh	73,500.00	735,000 kWh	73,500.00	735,000 kWh	73,500.00
750,000 kWh	75,000.00	750,000 kWh	75,000.00	750,000 kWh	75,000.00	750,000 kWh	75,000.00
765,000 kWh	76,500.00	765,000 kWh	76,500.00	765,000 kWh	76,500.00	765,000 kWh	76,500.00
780,000 kWh	78,000.00	780,000 kWh	78,000.00	780,000 kWh	78,000.00	780,000 kWh	78,000.00
795,000 kWh	79,500.00	795,000 kWh	79,500.00	795,000 kWh	79,500.00	795,000 kWh	79,500.00
810,000 kWh	81,000.00	810,000 kWh	81,000.00	810,000 kWh	81,000.00	810,000 kWh	81,000.00
825,000 kWh	82,500.00	825,000 kWh	82,500.00	825,000 kWh	82,500.00	825,000 kWh	82,500.00
840,000 kWh	84,000.00	840,000 kWh	84,000.00	840,000 kWh	84,000.00	840,000 kWh	84,000.00
855,000 kWh	85,500.00	855,000 kWh	85,500.00	855,000 kWh	85,500.00	855,000 kWh	85,500.00
870,000 kWh	87,000.00	870,000 kWh	87,000.00	870,000 kWh	87,000.00	870,000 kWh	87,000.00
885,000 kWh	88,500.00	885,000 kWh	88,500.00	885,000 kWh	88,500.00	885,000 kWh	88,500.00
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915,000 kWh	91,500.00	915,000 kWh	91,500.00	915,000 kWh	91,500.00	915,000 kWh	91,500.00
930,000 kWh	93,000.00	930,000 kWh	93,000.00	930,000 kWh	93,000.00	930,000 kWh	93,000.00
945,000 kWh	94,500.00	945,000 kWh	94,500.00	945,000 kWh	94,500.00	945,000 kWh	94,500.00
960,000 kWh	96,000.00	960,000 kWh	96,000.00	960,000 kWh	96,000.00	960,000 kWh	96,000.00
975,000 kWh	97,500.00	975,000 kWh	97,500.00	975,000 kWh	97,500.00	975,000 kWh	97,500.00
990,000 kWh	99,000.00	990,000 kWh	99,000.00	990,000 kWh	99,000.00	990,000 kWh	99,000.00
1,005,000 kWh	100,500.00	1,005,000 kWh	100,500.00	1,005,000 kWh	100,500.00	1,005,000 kWh	100,500.00
1,020,000 kWh	102,000.00	1,020,000 kWh	102,000.00	1,020,000 kWh	102,000.00	1,020,000 kWh	102,000.00
1,035,000 kWh	103,500.00	1,035,000 kWh	103,500.00	1,035,000 kWh	103,500.00	1,035,000 kWh	103,500.00
1,050,000 kWh	105,000.00	1,050,000 kWh	105,000.00	1,050,000 kWh	105,000.00	1,050,000 kWh	105,000.00
1,065,000 kWh	106,500.00	1,065,000 kWh	106,500.00	1,065,000 kWh	106,500.00	1,065,000 kWh	106,500.00
1,080,000 kWh	108,000.00	1,080,000 kWh	108,000.00	1,080,000 kWh	108,000.00	1,080,000 kWh	108,000.00
1,095,000 kWh	109,500.00	1,095,000 kWh	109,500.00	1,095,000 kWh	109,500.00	1,095,000 kWh	109,500.00
1,110,000 kWh	111,000.00	1,110,000 kWh	111,000.00	1,110,000 kWh	111,000.00	1,110,000 kWh	111,000.00
1,125,000 kWh	112,500.00	1,125,000 kWh	112,500.00	1,125,000 kWh	112,500.00	1,125,000 kWh	112,500.00
1,140,000 kWh	114,000.00	1,140,000 kWh	114,000.00	1,140,000 kWh	114,000.00	1,140,000 kWh	114,000.00
1,155,000 kWh	115,500.00	1,155,000 kWh	115,500.00	1,155,000 kWh	115,500.00	1,155,000 kWh	115,500.00
1,170,000 kWh	117,000.00	1,170,000 kWh	117,000.00	1,170,000 kWh	117,000.00	1,170,000 kWh	117,000.00
1,185,000 kWh	118,500.00	1,185,000 kWh	118,500.00	1,185,000 kWh	118,500.00	1,185,000 kWh	118,500.00
1,200,000 kWh	120,000.00	1,200,000 kWh	120,000.00	1,200,000 kWh	120,000.00	1,200,000 kWh	120,000.00
1,215,000 kWh	121,500.00	1,215,000 kWh	121,500.00	1,215,000 kWh	121,500.00	1,215,000 kWh	121,500.00
1,230,000 kWh	123,000.00	1,230,000 kWh	123,000.00	1,230,000 kWh	123,000.00	1,230,000 kWh	123,000.00
1,245,000 kWh	124,500.00	1,245,000 kWh	124,500.00	1,245,000 kWh	124,500.00	1,245,000 kWh	124,500.00
1,260,000 kWh	126,000.00	1,260,000 kWh	126,000.00	1,260,000 kWh	126,000.00	1,260,000 kWh	126,000.00
1,275,000 kWh	127,500.00	1,275,000 kWh	127,500.00	1,275,000 kWh	127,500.00	1,275,000 kWh	127,500.00
1,290,000 kWh	129,000.00	1,290,000 kWh	129,000.00	1,290,000 kWh	129,000.00	1,290,000 kWh	129,000.00
1,305,000 kWh	130,500.00	1,305,000 kWh	130,500.00	1,305,000 kWh	130,500.00	1,305,000 kWh	130,500.00
1,320,000 kWh	132,000.00	1,320,000 kWh	132,000.00	1,320,000 kWh	132,000.00	1,320,000 kWh	132,000.00
1,335,000 kWh	133,500.00	1,335,000 kWh	133,500.00	1,335,000 kWh	133,500.00	1,335,000 kWh	133,500.00
1,350,000 kWh	135,000.00	1,350,000 kWh	135,000.00	1,350,000 kWh	135,000.00	1,350,000 kWh	135,000.00
1,365,000 kWh	136,500.00	1,365,000 kWh	136,500.00	1,365,000 kWh	136,500.00	1,365,000 kWh	136,500.00
1,380,000 kWh	138,000.00	1,380,000 kWh	138,000.00	1,380,000 kWh	138,000.00	1,380,000 kWh	138,000.00
1,395,000 kWh	139,500.00	1,395,000 kWh	139,500.00	1,395,000 kWh	139,500.00	1,395,000 kWh	139,500.00
1,410,000 kWh	141,000.00	1,410,000 kWh	141,000.00	1,410,000 kWh	141,000.00	1,410,000 kWh	141,000.00
1,425,000 kWh	142,500.00	1,425,000 kWh	142,500.00	1,425,000 kWh	142,500.00	1,425,000 kWh	142,500.00
1,440,000 kWh	144,000.00	1,440,000 kWh	144,000.00	1,440,000 kWh	144,000.00	1,440,000 kWh	144,000.00
1,455,000 kWh	145,500.00	1,455,000 kWh	145,500.00	1,455,000 kWh	145,500.00	1,455,000 kWh	145,500.00
1,470,000 kWh	147,000.00	1,470,000 kWh	147,000.00	1,470,000 kWh	147,000.00	1,470,000 kWh	147,000.00
1,485,000 kWh	148,500.00	1,485,000 kWh	148,500.00	1,485,000 kWh	148,500.00	1,485,000 kWh	148,500.00
1,500,000 kWh	150,000.00	1,500,000 kWh	150,000.00	1,500,000 kWh	150,000.00	1,500,000 kWh	150,000.00
1,515,000 kWh	151,500.00	1,515,000 kWh	151,500.00	1,515,000 kWh	151,500.00	1,515,000 kWh	151,500.00
1,530,000 kWh	153,000.00	1,530,000 kWh	153,000.00	1,530,000 kWh	153,000.00	1,530,000 kWh	153,000.00
1,545,000 kWh	154,500.00	1,545,000 kWh	154,500.00	1,545,000 kWh	154,500.00	1,545,000 kWh	154,500.00
1,560,000 kWh	156,000.						



## Caracas still feeling Latino aftershocks

One of the three bankers originally named by the Venezuelan government to take over the failed Banco Latino, the country's second largest bank, recently described how he and his colleagues were surprised late one night to discover that Latino's computer link to the outside world was receiving and transmitting data.

Virtually all of Latino's activities were supposed to have been halted after the bank was closed on January 14, but it turned out that one of the former shareholders still had access to the bank's main computer through a satellite link from the US, and was working feverishly in its records.

The government-appointed intervention team subsequently secured the computer and other records from tampering, but they will never be sure how many important items were altered, eliminated or removed by Latino's shareholders, executives or others working on their behalf.

This is but one of the anecdotes produced by the spectacular failure in January of Banco Latino, a bank that grew vigorously under the shadow of political protection of the government of President Carlos Andrés Pérez, who was forced to step down last year on corruption charges.

A judge issued arrest warrants last week for 83 people, including executives and shareholders of the bank, alleging the bank was used to commit massive fraud with funds deposited by the general public, private companies of all sizes, pension funds and even the government.

Bankers and government officials tell their friends - and sometimes the media - how people connected with Latino allegedly carried off bags and suitcases stuffed with US banknotes as it became clear that the bank was close to going under. They have described how hundreds of millions of dollars in loan proceeds, deposits and trust accounts apparently "disappeared".

They have noted how Latino board members had more corporate jets than much larger

companies and how the board of directors declared 1993 cash dividends even as the bank was headed for disaster.

The demise of Latino, which the government hopes to reopen, continues to generate shockwaves nationwide. Forced to close by the government after it could not meet daily cheque-clearing payments, despite heavy official assistance, the bank set off a crisis that hit other banks. Several other institutions are now under de facto government control, although they have continued to operate.

The weakness of the banking system was cited as a reason behind the downgrading late on Friday of the government's

**Joseph Mann on the backlash from the Venezuelan bank's failure**

Eurobonds by the US rating agency Standard & Poor's. Latino's collapse created a huge demand for US dollars that seriously hurt Venezuela's international reserves and forced a deficit-ridden government to produce up to \$20m (£1.5m) to assist Latino and the other troubled banks.

It caused financial and personal difficulties for hundreds of thousands of clients ranging from teenagers and low-income retired people to large Venezuelan corporations, government entities and the military, which kept part of their pension fund money with the bank.

One small city in western Venezuela - Puerto Cumarebo - was paralysed financially after its only financial institution, a Banco Latino branch, shut down. Latino also managed to place branches in key areas such as the US Embassy in Caracas and the headquarters of the national oil company, PDVSA.

Even the government's Bank Deposit Guarantee Fund (Fogade) had 33 per cent of its assets on deposit with Latino.

The arrest warrants were issued last Wednesday by a Venezuelan criminal court judge working under heavy police protection. They cover members of the bank's last board of directors, its senior executives and others, including the Superintendent of Banks, who was charged with concealment. Other charges covered falsification of financial statements, fraud and illegal appropriation of funds.

The names include members of Venezuela's business elite, most prominently Mr Ricardo Cisneros, one of two brothers who own one of the country's largest business groups, Organización Diego Cisneros. They also own Spalding, Evenflow and Pueblo Extra supermarkets in the US, and hold an important stake in Univision, the largest Hispanic television network in America.

Even before the arrest orders were issued, the Cisneros brothers, Mr Gustavo Gomez Lopez, a former president of the bank, and others were engaged in a bitter exchange of public accusations and counter-claims over blame for Latino's failure.

The Cisneros brothers deny any wrongdoing on their part or on the part of their companies.

Venezuelans were surprised that the judge, Ms Diamora Ramirez de Simancas, had ordered the arrest of wealthy and influential figures. Seldom in the past have prominent Venezuelans been called to answer serious charges or been held responsible for illegal activities.

What has not surprised them, however, is the fact that only one of the 83 has been arrested so far, and that many of the others are believed to have left the country some time ago, despite government bans on international travel.

President Rafael Caldera has promised to bring those responsible for the disaster to justice, which would be immensely popular among a disaffected population.

But whether a legal system implicated in corruption can deliver on the promises of the president and a criminal judge remains to be seen.



George Mitchell: "Turnover in office is a healthy thing"

## Mitchell sets sights on public service

By Jurek Martin in Washington

Washington may still be digesting the impact of the stunning decision last Friday of the Senate's most powerful Democrat not to seek re-election. But Mr George Mitchell himself is portraying his decision as entirely logical and personal.

In several interviews in his native Maine over the weekend the majority leader, who is 60, confirmed that he could be interested in two new challenges: as commissioner of baseball, a position that has been vacant for two years, or as a judge on the US Supreme Court when the next opening occurs, possibly later this year should a justice, most likely Mr Harry Blackmun, retire.

But he denied he was pulling out of politics because firm private offers on either score had been made to him. Instead, he maintained that: "I never intended to remain permanently in the Senate" and that "at least for myself, turnover in office is a healthy thing".

He told the New York Times: "I have not ruled out public service. In fact I have specifically ruled it in." He said the Senate had his frustrations, but there had been "great rewards" in the majority leader's role which he has held for six years.

The general consensus is that Mr Mitchell, appointed to the Senate in 1980 to fill the unexpired term of Mr Edmund Muskie when the latter became secretary of state, has been an effective, if partisan, director of his chamber, both in opposition to the policies of President George Bush and as a proponent of President Bill Clinton.

When Mr Clinton took office, Mr Mitchell was instrumental in winning votes on the budget and the North American Free Trade Agreement.

His departure does not make things easier for either the president or the party. The most immediate consequence is to raise fresh doubts over the Democratic 59-41 majority in the Senate. Mr Mitchell was considered certain for re-election, but the early favourite to

succeed him is Congresswoman Olympia Snowe, the Republican and wife of Governor John McKernan.

Mr Mitchell is the eighth senator - and fifth Democrat - to announce retirement plans this year.

Another senior Democratic senator, Mr David Boren of Oklahoma, is also considering leaving to become head of the local state university.

Although there is no suggestion that Mr Mitchell will now devote any less energy to Mr Clinton's legislative programme, the struggle to replace him threatens to be a diversion in the coming months, since there is no clear heir apparent.

The next-in-line in the Democratic hierarchy is Senator Wendell Ford of Kentucky but interest has already been expressed by younger senators, including Mr John Breaux of Louisiana, Mr Tom Daschle of South Dakota, and Mr Jim Sasser of Tennessee. Mr David Pryor of Arkansas, long close to the president, may also command support.

## American leaders urged to give priority to crusade Corruption drive on cards

By Michael Holman and Stephen Fidler

Latin American leaders are expected to join President Bill Clinton in an anti-corruption drive to be launched at the forthcoming Summit of the Americas.

Mr Alberto Dahik, Ecuador's vice-president, has called on leaders of North and Latin America to ensure that corruption, "which has a direct impact on democracy and economic development", be given priority at the planned summit.

Mr Dahik is also chairman of the advisory council of Transparency International, the Berlin-based body which campaigns against corruption in international business transactions. His proposal, made after a meeting last week of the

group in Quito, Ecuador, already has White House support.

Leaders of the Group of Seven industrialised countries are also expected to put corruption on their agenda at their meeting in Italy later this year.

A date for the Summit of the Americas, due to be held this year, has not been fixed and the agenda is still fluid. The likely main topic will be the extension of free trade through the western hemisphere.

The US administration is also anxious to use the summit to find ways to improve the accountability and efficiency of government as well as reducing corruption, but would prefer to see the issue raised as a Latin American initiative.

The move comes amid grow-

ing concern about the impact of corruption on aid and development, and efforts to promote democracy and human rights in Latin America, Africa and elsewhere in the third world.

The US is almost alone among industrialised nations in outlawing the payment of bribes in foreign countries. Its Foreign Corrupt Practices Act forbids the making of illicit payments by US companies, a law seen by some US businesses as weakening their ability to compete for international tenders in some countries.

The US has in the past through the Organisation for Economic Co-operation and Development tried to persuade other industrialised countries to follow its example, with little success.

## Leading Chinese activist disappears

Mr Wei Jingsheng, China's most famous dissident, left Beijing suddenly yesterday, hours before he was scheduled to meet reporters, Reuter reports from Beijing.

Mr Wei was expected to talk about his detention by police in a clampdown before this week's visit to China by Mr Warren Christopher, US secretary of state.

His abrupt disappearance came as the official Xinhua news agency accused him of violating his parole and police extended their crackdown by taking away a prominent student leader of the 1989 Tiananmen Square protests.

Mr Wei's secretary told reporters the activist had left voluntarily. She said she did not know if police had advised Mr Wei to leave for Mr Christopher's visit, a tactic the author-

ities have used in the past at sensitive times.

The sweep against more than a dozen prominent dissidents in Beijing and Shanghai has cast a pall over Mr Christopher's visit to China, scheduled to start on Friday.

Mr Christopher has said the issue of human rights was the top priority for his visit, a last-ditch attempt to warn the Communist party it will lose billions of dollars in trade with its key market unless it improves its treatment of dissidents.

President Bill Clinton must decide by June whether to renew China's Most Favoured Nation trading status. He has repeatedly stated he would only do so if there was a "significant overall improvement" in China's human rights record.

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## NEWS: INTERNATIONAL

Leading economies show there is little reason to fear a rapid return of the bogey of resurgent inflation

# 'Output gap' takes edge off worries about prices

By Graham Bowley

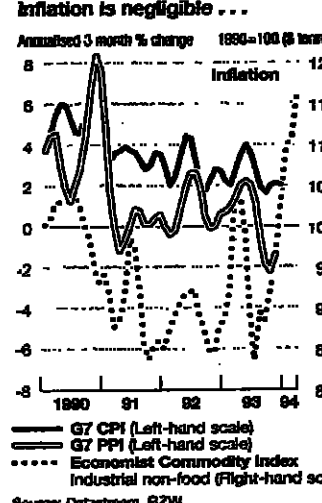
Is the period of increasingly low inflation that the industrialised world has enjoyed so far this decade about to come to an end? Recent falls in bond prices suggest that markets think so. But a closer look at the evidence shows that there is little, if any, sign of a resurgence of inflation.

Current inflation remains subdued. Consumer price inflation in the seven major industrial countries has been running at an annual rate of about 2 per cent, while the prices charged by producers at the factory gate have actually been falling. Japanese producer prices have even been declining at the remarkable rate of 2.9 per cent a year.

Only commodity prices have been showing evidence of a pick-up in inflation. The prices of industrial raw materials, in particular, have risen steeply over the last eight months, to levels not seen since 1988.

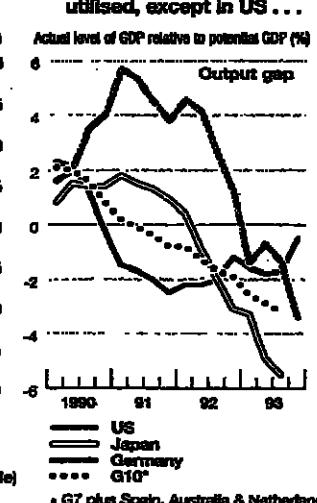
Prices of commodities can be a good predictor of turning points in inflation. This is partly because higher costs feed through into prices. It is also because commodity prices are very sensitive to any

Commodity prices jump, though inflation is negligible



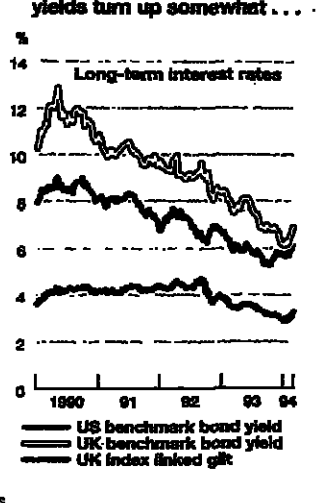
Source: Datastream, G2W

... capacity remains under-utilised, except in US



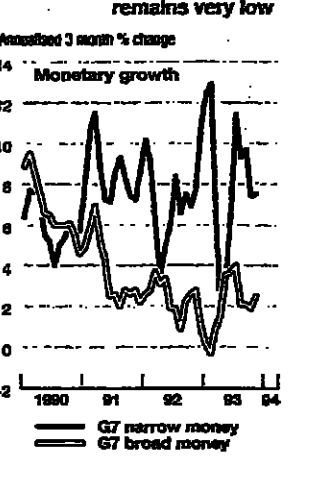
Source: Datastream, G2W

... real and nominal bond yields turn up somewhat



Source: Datastream, G2W

... but broad money growth remains very low



Source: Datastream, G2W

economic stability. The UK output gap, though wide, has begun to close. But UK economic growth is still not much above its underlying trend rate, which suggests that the gap will not be closed for some time.

Over the long term, expansion of the money supply is a prime cause of changes in demand and so of inflation. For some time the monetary picture in the major industrial countries has been somewhat peculiar. For all that, there is little to suggest an early resurgence in inflationary demand.

One unusual phenomenon has been the faster growth of narrow money, which consists of notes, coins and commercial bank deposits with the central bank, than of broad money, which includes the public's deposits in banking institutions.

Narrow money has little causal significance in a modern monetary system. Despite signs of a slight pick-up, the growth of broad money, which is largely driven by bank lending, has remained very slow indeed. In the US, for example, its annualised rate of growth in the six months to January 1994 was only 2.4 per cent. In Japan it

was still less, at 1.6 per cent. Amazingly, Germany's broad money offers the sole exception to the pattern of generally low growth. It is not surprising, therefore, that bond markets reacted sharply to the shocking figure for German M3 announced last week. But January's annualised increase of 20.6 per cent over the average for the last three months of 1993 was freakish, as even the Bundesbank has argued.

Notwithstanding the lack of any obvious economic reason for concern, the bond market retreat - with an increase in yields of almost one percentage point on US 10-year bonds since October 1993 - would seem to signal the fear that inflation is about to rise. UK 10-year gilt yields have also risen by a little over one percentage point since the beginning of 1994. But it is clear in this case that only a little more than half of that increase in nominal yields is due to a change in inflationary expectations.

In the UK the gap between yields on index-linked bonds and on conventional bonds provides a good indicator of these expectations. Since early January the index-linked yield itself has risen by a little less

than half a percentage point, while the gap between the two yields has risen by a little more than half a percentage point.

Thus a significant part of the change in yields is due to higher real interest rates, themselves presumably a reflection of greater optimism about world recovery, fuelled by what is happening in the US, in particular.

It does seem plausible that the bottom of the current inflationary cycle is now being reached, with financial markets convinced that recovery from recession is well established, especially in the US and UK. Inflation is unlikely to fall very much further, therefore, except in Japan and perhaps in France.

Nevertheless, there is also evidence that recovery would cause global inflation to rise significantly. Current inflation remains subdued, output gaps leave plenty of room for growth, while monetary conditions look far from worrying, except perhaps in Germany. Policy-makers may react cautiously to the turbulence of recent weeks. But there is little reason for them to fear a rapid return of the bogey of resurgent inflation.

## Washington sounds calmer note than Wall Street

By George Graham in Washington

The choir of economists from the US administration, Congress and Federal Reserve is singing in remarkable unison: there is no cause for alarm over inflation prospects.

"The signs of continuing growth in the economy are signs that suggest growth is occurring without accelerating inflation," Ms Laura Tyson, the chief White House economist, said last week. "Not only is current inflation extremely modest, but the fundamentals, the things that explain future inflation - wage patterns, productivity growth, import

US

prices, energy prices, for example - all remain well behaved." But 235 miles north-east of Washington, Wall Street bond traders are hearing a different tone on prices. Ever since the Fed tightened short-term interest rates to 3.25 per cent on February 4, every signal has been interpreted as a mark of higher inflation on the way. Many Wall Street economists now expect the Fed to tighten further, possibly at its March 22 meeting.

Markets have focused more on rising measures of commodity prices such as surveys of

manufacturers' purchase prices conducted by the Philadelphia regional Fed and by the National Association of Purchasing Managers, as well as on fears that the unsustainable growth of the fourth quarter - gross domestic product rose at an annualised rate of 7.5 per cent, according to the latest estimate - could lead to prolonged overheating this year.

Washington economists, on the other hand, have preferred to look at controlled import prices, moderate wage increases and improving productivity. The Fed, in its half yearly monetary policy report to Con-

gress last month, acknowledged some commodity factors that could work to lift inflation this year: last year's poor harvest left some crops in short supply, creating the risk of higher food prices, and the likelihood that last year's decline in energy prices will not be repeated.

Nevertheless, most of the Fed governors and presidents of the regional Feds expect consumer price inflation to be close to 3 per cent in 1994 - though their forecasts range from 2.25 per cent to 4 per cent. The Congressional Budget Office, meanwhile, also sees little likelihood that inflation will be a problem in 1994 or 1995.

Although manufacturing capacity utilisation is at a rate often associated with inflationary pressures, the CBO notes that strong investment in new plant and equipment should keep the rate from rising much this year. More broadly, CBO says, the shortfall of GDP below its potential "will remain large enough to dampen inflation even with economic growth close to 3 per cent."

Although the reviving economy has undoubtedly left less slack in the labour market, many economists believe productivity is set to improve at a rate that should keep the lid on inflation.

The growth rate of unit labour costs has declined from 4.5 per cent in 1990 to a level close to 2 per cent for the last two years. Revised statistics due to be released tomorrow are likely to show that unit labour costs actually fell by more than 3 per cent in the fourth quarter.

Ms Tyson concludes, like most Washington economists, that consumer price inflation will indeed accelerate this year from last year's rate of 2.7 per cent but only to around 3 per cent. "So we anticipate something but you would hardly call that a change in the underlying inflationary fundamentals," she said.

## Improving picture likely to soothe historic fears

By Christopher Parkes in Frankfurt

The short-term trends in west German inflation are so clear - at least in the minds of private and public sector economists - that many are now looking well beyond the end of the current year. Most expect an average rate of 2.5 per cent in 1995, falling off to 2 per cent early in 1996. This is the Bundesbank's magic "normative" rate, regarded by the central bank directorate as real price stability.

The signs are certainly firmly set for an average of 3 per cent being

GERMANY

comfortably achieved or even bettered in the current year after 4.2 per cent in 1993. The annual rate was already down to 3.3 per cent in February, despite a raft of increases in fuel taxes and insurance and pension premiums which pushed January's year-on-year inflation up to 3.5 per cent.

Underlying the current downturn is an increase in the price of goods of just 2.3 per cent in the past 12 months. Even though some rises are

predicted this year in producer prices and the cost of imports, and allowing for the likely appreciation of the D-Mark against the US dollar, feeble domestic demand is expected to counter such effects.

Falling real incomes and sharply rising unemployment last year helped depress retail sales by a real 4 per cent. No improvements are in sight since real earnings are likely to decline again this year and next, despite the current industrial unrest over pay negotiations. Meanwhile, continuing fierce international competition will tend to reduce

the price of industrial products.

This promising picture was clouded for much of last year by sharply rising rents and high charges for private services. But the tide has turned, and both trend lines now point firmly downwards. Rents, which have an 18 per cent weighting in the consumer prices index, were soaring by almost 7 per cent year-on-year last summer. They are now going up by less than 5 per cent. The cost of private services - 35 per cent of the CPI - formerly rising by 7.5 per cent is now increasing at around 5 per cent.

Other favourable factors include federal and local governments' understandable reluctance to increase taxes or administered prices in an election year. Unquantifiable, but not to be forgotten, is an inbuilt, historical dread of inflation among the German people.

A recent survey by the Munich Ima institute found 70 per cent of the population were finding life uncomfortable. The main sources of their depression were fear of unemployment (56 per cent), crime (50 per cent) and inflation (55 per cent).

## Bad old days have gone though wage concerns remain

By Philip Coggan, Economics Correspondent

When Britain left the exchange rate mechanism in September 1992, many commentators thought it was about to descend into its old pattern, with a devaluation designed to boost competitiveness merely ending in increased inflation.

Few thought that, nearly one and a half years later, retail price inflation would be just 2.5 per cent. In 1993, growth was much stronger and inflation far weaker than analysts had expected at the start of the year. What is not clear is whether this is just a temporary blip, or whether Britain is starting to escape from its inflationary past.

Most economists feel that UK inflation will stay within the government's 1-4 per cent target range during this year and next. One key factor has been the low growth of wages. Average earnings grew by just 3 per cent in the year to December 1993. This low wage growth enabled manufacturers to absorb some of the cost increases caused by sterling's devaluation, and

BRITAIN

helped keep prices from rising. Now the focus of inflationary fears has switched. The effects of devaluation on import prices have disappeared from the system and manufacturers' input costs are falling - by 2.5 per cent in the year to January. But wage rises may now be starting to pick up, in part because unemployment has fallen faster than expected.

Most economists agree that Britain still has an output gap, although not on its size. Pessimists such as Mr Bill Martin of UBS think, however, that Britain is very close to capacity and that inflation will pick up sharply in 1995, rising to 7.7 per cent in the fourth quarter.

But Mr Tim Congdon, one of the British chancellor's six independent economic advisers, expects an annual rate of inflation of just 1.7 per cent in the fourth quarter of 1995. He believes the output gap is still substantial and that the lagged effects of slow monetary growth in the early 1990s are still working their way through the system.

## INTERNATIONAL PRESS REVIEW

### New York

While the New York City press remains unsure whether last Tuesday's shooting of four young orthodox Jews on Brooklyn Bridge was a ploy by an Arab terrorist to undermine the PLO-Israeli peace talks, or simply an opportunist's attempt to gain exposure for the Hebrew massacre, the newspapers have agreed on one thing: that Mayor Rudolph Giuliani has earned the city's respect for his skilled handling of the affair.

"Within hours of the shooting, the mayor and the police department created a sense of control that gave the public a reason to feel confident in their government," said an editorial in *The New York Times*. Under the headline "Giuliani Had Right Stuff", *Newsday* reported that the mayor's calm, assured performance in the immediate aftermath of the shooting - when it was feared that the attack might trigger unrest between the city's Jewish and Arab populations - won widespread praise.

Other papers, including *The Daily News*, noted how the praise for Mr Giuliani contrasted with the criticism that was aimed at the failure of his predecessor, Mr David Dinkins, to react quickly to an outbreak of violence between orthodox Jews and blacks in Brooklyn two years ago. Mr Giuliani clearly wants to capitalise on all this goodwill, for *Newsday* reported that he is keen to arrange a summit between New York's Jewish and Arab leaders.

While praising the mayor and the police for their quick work in arresting a suspect in the case, the city's press has also followed Mr Giuliani's advice not to jump to too



Giuliani: much praised

many conclusions about what motivated an Arab man to fire on a mini-van full of orthodox Jews. With four Arab New Yorkers having just been convicted of conspiracy in the World Trade Center bombing, caution was called for. *The Times* said: "If the attack was the act of one mad individual, it needs to be divorced from the broader tension between Arabs and Jews. And if it was a larger political act, there is all the more reason to demonstrate, as the mayor emphasised, that most people in this city of immigrants are not terrorists."

### GERMANY

The German government's decision last week to press ahead with the Transrapid super-fast magnetic levitation train, by building a line from Berlin to Hamburg, was presented as a technological triumph by its supporters.

Mr Matthias Wissmann, the transport minister, warned against the familiar "doubters" in the federal republic who might try to hold it up. This time, he declared, they would

not succeed. Yet the German press appears to be full of them. Even *Handelsblatt*, the conservative daily newspaper for the business community, is not convinced it will really happen.

It is not just the vociferous environmental lobby which is already whipping up a campaign against the 400 km/hour monorail train, the newspaper said: "Many of the opponents of the project argue from a high level of expertise, not least the transport ministry's own panel of scientific advisers."

Their main objection, the newspaper's commentator Eberhard Krummheuer pointed out, was over the private sector's financial and operating plans for the Transrapid. They questioned the traffic forecasts and the likely level of federal financial support. They warned it could all prove much more expensive for the national exchequer than the present plans imply.

Industry all for it. *Handelsblatt* admits, but mainly because of the lack of export success of the high-speed ICE train against the French-built TGV. Yet Transrapid's export prospects remain for the time being no more than wishful thinking. Moreover, any big export contracts, as in the case of high speed trains, will depend on a very high proportion of local content: they will not create many jobs in Germany.

*Munich's Süddeutsche Zeitung* fears the whole scheme will be a "multi-billion flop". "The fact is that industry and the politicians are beavering away to prevent the multi-billion risks of the project coming out into the open," it says.

As for the Frankfurt *Rundschau*, a traditional supporter of the opposition

Social Democrats, the whole decision is "financially indefensible, senseless in transportation terms, and questionable from the point of view of industry". Everyone else in Europe is pressing ahead with high-speed trains, it says. And Bonn simply has not got the cash in the public kitty to go it alone.

If the doubters in the press are to be believed, Mr Wissmann may still be proved wrong, and Germany may yet go through years of further debate before it launches the next generation of rail technology.

### Japan

The sport of lambasting the prime minister's character and political judgment in the national press has taken on in a big way in Japan over the past week.

Mr Morihiro Hosokawa, Japanese prime minister, has received a drubbing almost as merciless as that meted out in recent months to his British counterpart, for his last-minute decision to abort a much-publicised cabinet reshuffle and failure to avert US threats of trade sanctions.

The worst insult came from the *Asahi Shimbun*, Japan's second-largest newspaper, which likened Mr Hosokawa to an unsuccessful sumo wrestler who refuses to accept the rules of the game and keeps climbing back into the ring after he has been defeated. "This is typical of the second generation salaryman," the *Asahi* mysteriously comments.

"The prime minister brings up serious matters one after the other and subsequently retreats them in confusion," says the *Asahi*, referring to Mr Hosokawa's recent U-turn on tax reform: "What is in

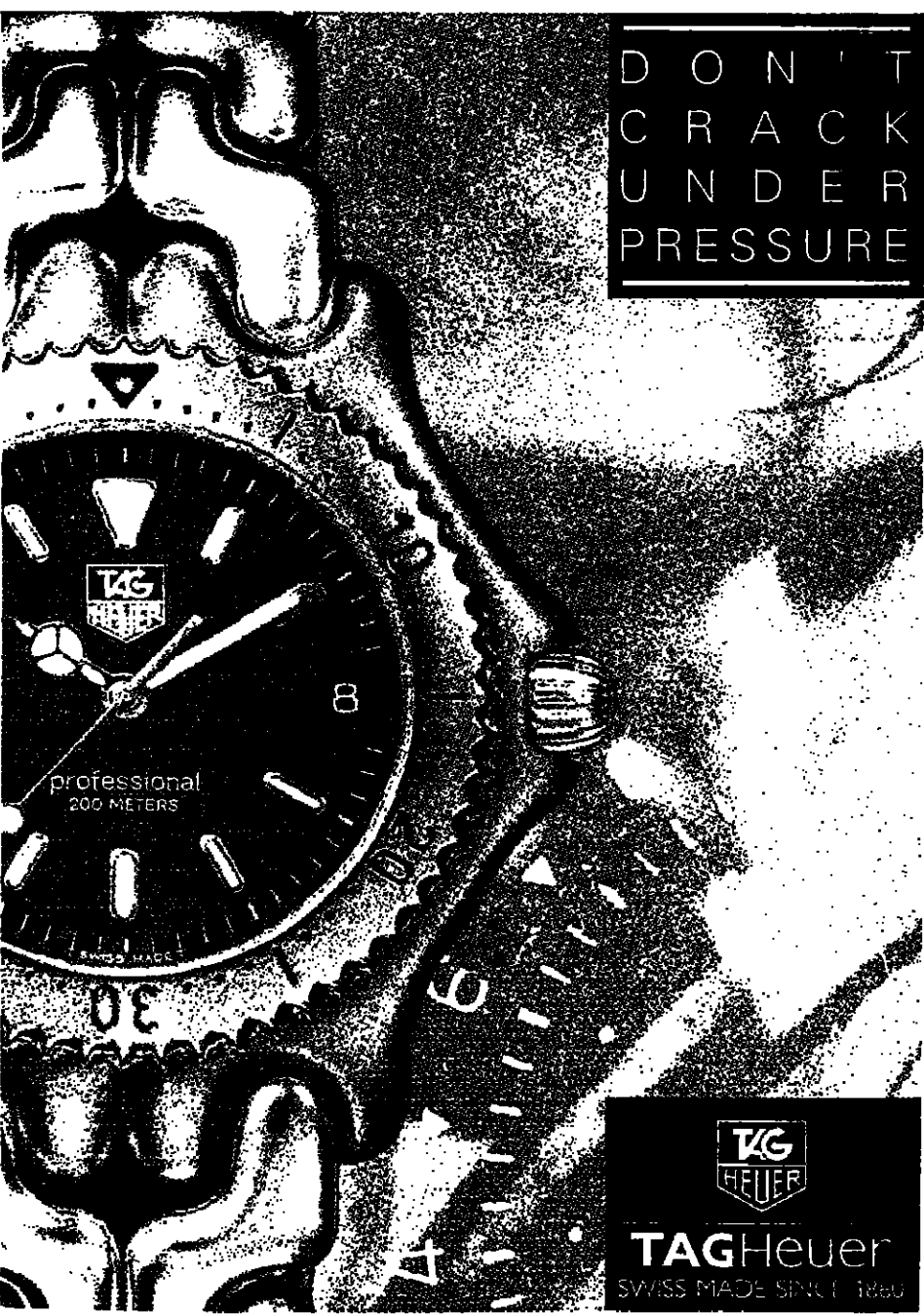


Hosokawa: much insulted

question is not so much his leadership but... his judgment." Mr Hosokawa's personal authority has been diminished as a result of the reshuffle row, said the *Yomiuri Shimbun*, Japan's largest daily. However, it cited as a mitigating factor that running a coalition government was understandably difficult given that this was a new experience for Japan.

Mr Hosokawa's problem is that he belongs to the *shinjinri* (generation of "new human beings"), which gave him high ratings in the opinion polls but a weak sense of policy direction, alleged the *Mainichi Shimbun*. "Some people say that Mr Hosokawa's political ideas and policies are hard to discern," wrote Mr Yoshihisa Inoue, a *Mainichi* commentator. The *Japan Times* joined in the chorus, warning that the weakness of Mr Hosokawa's leadership would jeopardise Japan's ability to resolve its trade dispute with the US.

Contributions by: Patrick Haveron in New York, Quentin Peel in Bonn and William Dawkins in Tokyo





# Heseltine set to focus on competitiveness

By Roland Rudd

Mr Michael Heseltine, UK trade and industry secretary, is planning an ambitious framework to co-ordinate the British government's economic policy in a sweeping white paper on competitiveness.

The white paper, which will cut across several Whitehall departments, is designed to give the Department of Trade and Industry a bigger role in formulating policy across a wide range of areas.

While the paper has been planned for several months, the scope of its

remit may be seen as the latest attempt to raise Mr Heseltine's profile in the event that the government's low standing in the opinion polls prompts a leadership election.

After a week in which he distanced himself from government policy over arms exports to Iraq, being investigated by the Scott Inquiry, and delivered a barnstorming speech to the Commons, Mr Heseltine yesterday insisted: "I believe John Major will lead us to win the next election and my position is entirely that of a loyal member of his cabinet helping him to do it."

Mr Heseltine's decision to address issues such as long-term financing for companies, education, training and infrastructure funding has irritated some senior Whitehall officials in other departments.

They have insisted that the DTI will have to submit its paper to the cabinet office, which has set up a committee representing civil servants from all departments affected.

Nonetheless, Mr Heseltine has made it clear that he has the strong backing of the prime minister and Mr Kenneth Clarke, the chancellor, to establish an approach to government economic

policy in which the DTI would have a more prominent role.

While the paper is yet to be drafted, those involved in its preparation have begun to focus on what they call "factors of productivity" which influence corporate competitiveness.

Mr Heseltine's advisers are understood to believe the City, for example, does not provide companies with adequate long-term finance.

The paper will argue the government should build on the 1980s approach of privatisation and deregulation, by developing policies to support British companies in the 1990s.

His advisers are also looking at whether a single Whitehall department should take responsibility for vocational and academic qualifications, which are currently split between the departments of education and employment. The paper will also examine proposals to increase private finance for public infrastructure projects.

The competitiveness paper will not be published until the Commons all-party trade and industry committee completes its own study into Britain's competitiveness, which is not expected until the end of the month.

## Britain in brief



## Tax fears mar upbeat mood on economy

Confidence about economic prospects is rising but many business leaders are worried by the prospect of next month's tax increases, according to a survey published today by the Institute of Directors.

The poll of 302 companies across manufacturing and services indicates that sales volumes have risen since December although the rate of increase in orders and profits has fallen back.

According to the survey, conducted last month, 63 per cent of companies are more optimistic about the economy than six months previously. That compared with a result of 47 per cent in the last survey in December, though well below the 65 per cent figure recorded last August.

Nearly two thirds of the companies said they were more hopeful about their own business's prospects than six months previously, a better result than the 58 per cent who gave this answer in December. Just over three fifths of companies have stepped up sales volumes, slightly above the figure at the end of last year.

Mr Peter Morgan, director general of the institute, said the economic upturn was continuing though "muted". He said business confidence could be expected to dip ahead of the tax increases which are likely to depress consumer spending and company order books.

## TV companies in sport talks

Britain's Independent Television companies are considering co-operating with cable television groups in such areas as acquisition of rights to television major sporting events.

One possibility is a joint bid for rights to the Five Nations Rugby Competition. There could also be talks about sharing World Cup Cricket rights.

A consortium of cable companies recently bought exclusive rights to show the competition in the UK. Cable is still limited to not much more than 600,000 homes out of the total of 21m television homes in the UK.

## Fire hampers R-R research

Rolls-Royce will today be contacting customers of International Research and Development, part of its nuclear engineering division, to reassure them in the wake of a severe fire which destroyed part of IRD's Newcastle premises at the weekend.

IRD carries out materials testing and other research, its clients including Nuclear Electric, National Power and PowerGen.

## Construction plant sales up

Construction equipment sales rose by 42 per cent in the UK last year after three years of decline that left the market at its lowest level in living memory, according to a report by Corporate Intelligence Group, the London-based analysts.

The rise in volume sales, from 9,236 units in 1992 to 13,017, was nearly twice as much as was predicted a year ago. It means the UK was the only major European construction equipment market to rise last year.

The group predicts a further 11 per cent rise this year, but even that would still leave sales a long way short of the 21,710 units sold in 1989.

## Survey shows cheques decline

Cheques are falling out of use in favour of plastic cards and direct debits, according to previously unpublished research carried out by Girobank, the banking subsidiary of Alliance & Leicester.

Over 60 per cent of people questioned said they expected to be using cash in five years' time much as they do now.

About three-quarters of those questioned had a bank or building society current account, and a comparison of payment methods in the 1992 and 1993 surveys, found an increase in direct debits and debit cards.

## Survey indicates freight companies 'hostile' to tunnel

By Charles Batchelor, Transport Correspondent

Transport companies are hostile to the Channel tunnel and are unlikely to make much use of it for freight shipments, according to a survey published today. Only a quarter of British freight companies questioned thought the tunnel would have a positive effect on their business.

The poll of 102 senior executives carried out in January by MORI for Scania, a manufacturer of heavy trucks, found 62 per cent of transport companies believed their drivers would prefer to stick with the ferries. Some 84 per cent thought that the ferries would offer better facilities.

"We've managed perfectly well without the tunnel; I don't see it making a big difference except for the novelty value," commented one transport company executive.

Mr Dieter Merz, managing director of Scania (Great Britain), said: "Eurotunnel has predicted it will carry more than 5m tonnes of freight in its first full year of operation and its aim is to take a significant share of the ferries' freight business. Our survey shows it may be in for a surprise."

The start of freight services through the tunnel was planned to start today but has been postponed until some time in March or April. Diff-

culties in completing testing and safety checks have been blamed for the delay.

Only 4 per cent of freight operators questioned in January had decided to make use of the tunnel while just 44 per cent felt that industry needed a tunnel to make shipments to the Continent.

Only 16 per cent of transport companies polled believed the tunnel would be cheaper to use than the ferries. Unlike passenger fares, shippers negotiate individual rates with Eurotunnel, which will operate shuttle services between Folkestone and Calais.

Only one in five companies said it would use the tunnel if costs proved to be higher than the ferries.

"The tunnel will need to set competitive prices for freight to attract haulage companies away from a ferry service which seems to be more than satisfying their needs," the survey said.

Transport companies saw the main advantage of the tunnel as speed but very few executives mentioned the other benefits which the tunnel claims to provide: reliability, frequency and convenience, the survey said.

It said also that French transport companies had given more thought to using the tunnel and 55 per cent thought it would have a positive effect on their business.

## Unions briefly hold upper hand

David Goodhart and Robert Taylor on the effects of EU law on regulation of the British labour market

Last week was an unusually good one for British trade unions. A well-received "re-launch" of the Trades Union Congress was followed by two favourable court judgements, based on worker-friendly European law.

First came the ruling from the European Court's advocate general that employees must be properly consulted in collective redundancies and transfers of business ownership, even where there are no recognised trade unions.

Then came the judgement by the law lords to reduce from five years to two the qualifying period for redundancy pay and unfair dismissal rights for part-time workers.

It is not clear whether these judgements - and others to come - will significantly hinder the British government's programme of labour market re-regulation. But they do lend weight to the view that the government's opt-out from the social chapter of the Maastricht treaty has given it strictly limited immunity from European employment law.

Right and left agree on this point. "Our victory in securing an opt-out from the social chapter just over two years ago is looking increasingly hollow," said Mr Ira Chelapin, of the aggressively free-market Institute of Directors. While supporters of European employment law, such as labour lawyer Mr Simon Auerbach of Pattenon and Auerbach, said: "The tide of social directives and the way they are implemented will not be stopped by our opt-out."

The government itself seems uncertain how to respond to

the latest moves. Mr David Hunt, the employment secretary, today lodged a formal appeal against the European Union's working time directive which, despite being watered down, could introduce important new minimum standards in the UK on holidays and working hours.

Advisers to Mr Hunt in the Employment Department were last week taking a relaxed view of the two judgements. On the part-time workers judgement it is estimated that only about 500,000 of Britain's 5.8m part-timers will be affected. The number will be higher if those working under 8 hours per week are included, something the judgement is not clear about. But even the European Commission is recommending the exclusion of such workers from its own directive.

It is difficult to calculate what kind of disincentive to part-time employment might be created by introducing protection from unfair dismissal three years earlier, but most analysts say it is not likely to be large. Similarly, the minimum redundancy pay requirement is one week's pay per year of service up to a maximum of 12 weeks, which is unlikely to generate more than a maximum of £500 for a part-time worker.

There remain powerful incentives favouring the continued growth of part-time employment from a flexibility, cost and regulatory point of

view. For example, for those paid under £56 per week employers still do not have to pay National Insurance, statutory sick pay or maternity benefit. And those employers who do find the new unfair dismissal rules troublesome can simply switch workers to rolling temporary contracts, to prevent them reaching the qualifying threshold of two years continuous employment.

The requirement to consult workers' representatives in certain circumstances, even where (as in a growing number of UK workplaces) there are no recognised unions, has a less predictable outcome and is likely to be fought hard by the government.

It will not mean the introduction of a right to union recognition or the emergence of permanent works council-type bodies in Britain. Nevertheless, according to one European Commission official it will not be sufficient for employers to inform all workers individually of the business transfer or redundancies. "Some sort of election system will be needed to establish a worker representative," said the official. But he added that the system could be immediately disbanded once it had served its function and that many smaller organisations would be excluded.

These are not the only European employment law issues. Over the coming months the government can expect:

- A possible bill for tens if not hundreds of millions of

pounds from workers claiming compensation for loss of earnings or dismissal as a result of the government's failure to properly implement the Transfer of Undertakings (Protection of Employment) legislation, which gives workers some protection in cases of business transfer. Companies successfully sued by workers will also be seeking compensation.

- Little joy in getting contracting out from the public sector excluded from the Tupe regulations. The latest draft of a Commission discussion paper merely suggests that Tupe should apply to genuine organisational entities and not to individual people.

- Pressure to raise the £10,000 maximum compensation limit for cases of unfair dismissal. As a result of EU legal judgements, maximum compensation limits have already been lifted from awards given to workers found to have suffered from sex or race discrimination, which is leading to substantial damages being awarded.

- A new round of employment directives from Brussels. The Commission agenda has recently shifted from improving the rights of those already in work towards greater concern for job creation and competitiveness. But the Green Paper on social policy currently under discussion could form the basis of a new round of legislation, against which Britain's opt-out would provide only limited protection.

These are not the only European employment law issues. Over the coming months the government can expect:

- A possible bill for tens if not hundreds of millions of

Degussa on world nutrition

## Chicken feed? Or food for thought.

All too often, the fish caught in the dragnets used by fishermen are processed for chicken feed. But the protein in fish is also important for people - not just animals. For some people might starve if too much protein is wasted on animals.

Which is why Degussa has been working for decades to find an alternative supply of this vital element of food. Our attempts to synthesise the amino acids that are the building blocks

of protein have resulted in the ecologically-acceptable production of methionine amino acid.

200,000 tonnes of methionine are produced worldwide every year. That's the equivalent to the protein value found in 50 million tonnes of fish.

As one of the largest producers of amino acids, Degussa is not only able to ensure a consistent supply of protein-rich animal feed - but also to help conserve

our natural resources. Which means a lot more fish can be left where they belong. In the sea rather than in chicken feed.

For Degussa, it all began with gold and silver. Today we shine in many more fields.

DOWN TO EARTH SOLUTIONS

Degussa



FINANCIAL TIMES  
NEWSLETTERS

A new newsletter from the Financial Times

AUTOMOTIVE  
COMPONENTS  
ANALYST

FT Newsletters will be launching a new newsletter in 1994, designed to contain only the sharpest news and statistics about the automotive components industry. It will probe beneath the surface of the industry and supply its subscribers with the practical intelligence they need to keep pace with the changing face of vehicle and component manufacture worldwide.

To reserve your FREE sample copy of **AUTOMOTIVE COMPONENTS ANALYST** and subscription details please clip your business card to this advertisement or complete the reply slip.

Return this form to: **AUTOMOTIVE COMPONENTS ANALYST ENQUIRIES**  
FT Newsletters, 3rd Floor, One Southbank Bridge,  
London SE1 9HL U.K. Tel: +44 (0)71 411 4414. Fax: +44 (0)71 873 3535.

YES I wish to receive a free sample copy of **AUTOMOTIVE COMPONENTS ANALYST** and information about a subscription. Please send a copy to:

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
Post code \_\_\_\_\_  
Tel \_\_\_\_\_  
Country \_\_\_\_\_  
Fax \_\_\_\_\_

FT Newsletters, 3rd Floor, One Southbank Bridge, London SE1 9HL. Registered in England No. 2048581.

The Financial Times  
plans to publish  
a Survey on

International  
Taxation

on Friday May 20.

The survey will review the taxation system worldwide and examine the challenges it will face in 1994 and the implications for the international business community. The survey will reach an estimated international readership of 1 million.

## LEGAL NOTICES

Notice of Appointment of  
Administrators Receivers  
MAGGOT FARMS  
(INCORPORATED LIMITED)  
Registered No. 913472. Trading name: YMF  
Fishing Tackle. Trade Classification: 01 and  
39. Name and address of joint administrative  
receivers: David John Stokes and Michael  
Joseph Moore, Coopers & Lybrand, 1 East  
Parade, Sheffield, S1 2ET. Office holder  
numbers 2662 and 5562. Date of appointment:  
24 February 1994. Name of appointor:  
Barclays Bank plc.

LONDON STOCK  
EXCHANGE DEALINGS

THE INFORMATION shown on this page,  
which appears every Saturday, is supplied to  
the Financial Times by the London Stock  
Exchange.  
Stocks shown are selected by the Stock  
Exchanges from among those which are  
quoted in the London Stock Exchange.  
The Saturday selection changes frequently,  
according to the volume of trading in  
individual stocks registered by the Stock  
Exchange during the week ending on each  
Thursday. Thus if no dealing takes place in a  
stock, it will not be included in the following  
Saturday Dealings page.

For an editorial synopsis  
and  
information on advertising  
opportunities please  
contact

SARA MASON

on

Tel: 071 873 4874  
Fax: 071 873 3064

FT Surveys

## CONFERENCES

RUSSIAN TUBEMAKERS AT THE  
INTERNATIONAL FAIR IN CAIRO

Between April 8th and 22nd 1994, Truboprom Ltd. will take part in the 27th International trade fair in Cairo.

Truboprom Ltd. has 14 Russian tube plants which produce steel and iron pipe for a variety of applications.

At the fair different tubes will be presented: steel and iron for oil and gas, water and gas, and for general application.

Truboprom Ltd. offers to deliver tubes according to international standards.

We invite you to visit the Russian stand at the International Fair in Cairo in period 8 - 22 April, 1994



Truboprom Ltd.  
103718, Moscow,  
Slavianskaya Sq. 2,  
Tel. 411725 LOTOS  
TRUBOPROM  
Phone: (095) 924-4509

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FT Surveys

## UK COMPANIES

**TODAY**  
COMPANY MEETINGS:  
Barr (A.G.), Kidsons Impex,  
274, Sauchiehall Street,  
Glasgow, 11.00  
Gardiner, The Brewery,  
Chiswell Street, London, E.C.,  
11.30  
Treatt, Bedford Lodge Hotel,  
Bury Road, Newmarket,  
Suffolk, 12.00  
**BOARD MEETINGS:**  
Finals:  
BBA  
Brit. Polythene Inds.  
British Vita  
Candover Invs.  
IMI  
Intrum Justitia  
Perkins Foods  
USDC Inv. Tst.  
Interims:  
Close Brothers  
Cornwall Parker  
Domestic & General  
Hays  
Lloyds Chemists  
Perpetual Japanese Inv. Tst.  
Pict Petroleum  
Watergate Ltd.

**TOMORROW**  
COMPANY MEETINGS:  
Eurotherm, Beach Hotel,  
Worthing, West Sussex, 12.00  
First Leisure, 1, West End,  
Leicester Square, W.C., 12.00  
Kelsey Inds., Kelsey House,  
Wood Lane End, Hemel  
Hampstead, 11.00  
PWS Hldgs., 52, Minories,  
E.C., 12.00

**BOARD MEETINGS:**  
Finals:  
Brent Int.  
Burnfield  
Expanet Int.  
Gardiner  
Gibbs & Dancy  
INSTEM  
Laporte  
Plantsbrook  
Sumit  
Sunleigh  
WPP  
Wates City of London  
Properties  
Interims:  
HTF Japanese Smaller Co's  
Tst.  
M.R. Data Mngmnt.  
Polytype

**WEDNESDAY**  
MARCH 9  
**BOARD MEETINGS:**  
Finals:  
BAT Inds.  
Bluebird Toys  
Cadbury Schweppes  
Easter Perf. Cap. Inv. Tst.  
F & C Inv. Tst.  
Glynwed  
Harrington Kilbride  
Holliday Chemical  
Jessups  
Kleinwort Smaller Co's Inv. Tst.  
Metal Bulletin  
M & G Inc. Tst.  
M & G Recovery Tst.  
Microfitec  
Portals  
RTZ

**Reyon**  
Select Appointments  
Singer & Friedlander  
Standard Chartered  
T & N  
Transport Development  
Interims:  
Logica  
NM Smaller Australian Co's  
Tst.

**THURSDAY**  
MARCH 10  
**COMPANY MEETINGS:**  
First Philippine Inv. Tst.  
Knightsbridge House, 197,  
Knightsbridge, London, S.W.,  
10.30  
Lookers, Lancashire County  
Cricket Club, Talbot Road,  
Stratford, Manchester, 12.00  
Trio, Stationers' Hall, London,  
E.C., 2.30  
Windsor, Lyon House,  
180-186, Borough High Street,  
London, S.E., 11.30  
**BOARD MEETINGS:**  
Finals:  
Charles Int.  
Clarke (T)  
Cussins Property  
Enterprise Oil  
Ferry Pickering  
Fife Indmar  
Hillsdown  
Jacobs (John I)  
Kode  
MTL Instruments  
Manders  
Pentland  
Refugee Grp.  
Roila-Royce

Sheffield Insulations  
Spear (JW)  
TI Grp.  
Telmatrix  
Victoria  
Interims:  
BM Grp.  
BZW Endowment Fd.  
Mucklow (A & J)

**FRIDAY**  
MARCH 11  
**COMPANY MEETINGS:**  
Alexanders Hldgs., 7-10, Old  
Park Lane, London, W.1, 11.00  
Central Motor Auctions,  
Auction Centre, Pontefract  
Road, Rothwell, Leeds, 12.00  
Eurocamp, Chesham, 2.30  
Knutsford, Cottons Hotel,  
French (T), Sharston Road,  
Wythenshawe, Manchester,  
12.00

**BOARD MEETINGS:**  
Finals:  
Abbott Mead Vickers  
Abstrust Lloyds Inv. Tst.  
Forward Technology  
Radius  
Takara  
Vivat  
Interims:  
Headway  
Walker (Thomas)  
Company meetings are AGMs  
unless otherwise stated.  
Please note: Reports and  
accounts are not normally  
available until approximately  
six weeks after the board  
meeting to approve the  
preliminary results.

## DIVIDEND &amp; INTEREST PAYMENTS

**TODAY**  
Bank of Greece 10%pc Ln.  
2010 £5.375  
BP America 12 1/4pc Nts. 1996  
\$122.50  
Brit. Gas Intl. Fin. 6 1/4pc Bds.  
1997 \$67.50  
Citicorp Gld. Ftg. Rate Cap.  
Nts. 1998 \$51.04  
Cokvision 2.5p  
Ewart 0.4p  
Republic of Finland 10 1/4pc  
Bds. 1997 £101.25  
Fujitsu 6.3pc Bds. 1997  
¥630,000  
Guaranteed Export Finance  
9 1/4pc Bds. 2008 £925  
Do. 7 1/4pc Nts. 1997 \$762.50  
Hardys & Hansons 5.5p  
Hydro-Quebec 9pc Bds. 1994  
\$450  
Leeds Perm. Bldg. Soc. 11 1/4pc  
Nts. 1996 £575  
Lockheed \$0.53  
Mitsui Fixed & Ftg. Rate Nts.  
1998 ¥2,500,000  
Redland Global Funding  
12 1/4pc Nts. 1994 A\$1,287.50  
Richards 1.93p

Rockwell \$0.25  
Sanwa Fin. Aruba Gld. Ftg.  
Rate Nts. 2002 \$505.56  
Tolux \$0.35  
Woolwich Bldg. Soc. Ftg. Rate  
Nts. 1996 \$134.83  
**TOMORROW**  
Cardiff Automobile Receivables  
Securitisation Class A Ftg.  
Rate Nts. 1997 £142.09  
Do. Mezzanine Ftg. Rate Nts.  
1997 £167.98  
Claythorne 0.75p  
Fuji Intl. Fin. 8 1/4pc Bds.  
\$4,437.50  
Do. Ftg./Fixed Bds. 2001  
\$500  
Hampson Inds. 0.5p  
Nat'l. Aust. Bank Var. Rate Nts.  
2000 £145.48  
National Westminster Bank  
Var. Rate Cap. Nts. 2009  
£138.70  
Nationwide Bldg. Soc. Ftg.  
Rate Nts. 1995 £132.30  
Renold 7 1/4pc 2nd Deb. 1992/  
97 £3.8125  
Tenneco \$0.40

31 Ftg. Rate Nts. 1997 £140.24  
Treas. 10pc 2003 £5  
Treas. 7 1/4pc 2006 £3.875  
**WEDNESDAY MARCH 9**  
Anheuser-Busch \$0.36  
Brasway 0.24p  
Funding for Homes 10 1/4pc  
Deb. 2018 £5.0625  
Kelsay Inds. 5p  
New Throgmorton Tst. (1983)  
1.5p  
**THURSDAY MARCH 10**  
Albion 0.5p  
Allied Signal \$0.29  
Carlo Eng. 1.9p  
Chevron \$0.925  
Dun & Bradstreet \$0.61  
Exxon \$0.72  
Fuji Bank Intl. Fin. Ftg. Rate  
Nts. \$10,593.75  
General Motors \$0.20  
Do. (1/20th Share) \$0.01  
Grace (W.R.) \$0.35  
IBM \$0.25  
Lilly (El) \$0.625  
Mobil \$0.85  
Nationale Investingsbank Ftg.

Rate Nts. 2002 \$128.84  
SABRE Intl. Series N Var. Rate  
Nts. 1996 ¥55,000  
Do. Series Q Var. Rate 1996  
¥60,000  
Sun Co \$0.45  
Treas. 5 1/4pc 2008/10 £2.75  
Utd. Tech. \$0.45  
Warner-Lambert \$0.61  
**FRIDAY MARCH 11**  
Borden TV 1.6p  
E.I.D. Parry (India) Rand1.5  
Kubota Ftg. Rate Nts. 1997  
¥58,972  
Lloyds Bank 10 1/4pc Bds. 1998  
£1,025  
Manweb 7p  
Monsanto \$0.58  
Scottish Power 4.13p  
Siemens DM13.0  
**SATURDAY MARCH 12**  
Hong Kong Inv. Tst. 0.75p  
**SUNDAY MARCH 13**  
Hydro-Quebec 12 1/4pc Ln.  
2015 £6.375

## CONFERENCES &amp; EXHIBITIONS

**MARCH 7-8, 9**  
**DEVELOPING A REGIONAL  
TRANSPORT STRATEGY**  
A conference looking at a South East  
Transport Strategy in a national context.  
Promoted by SERPLAN, speakers led by  
John MacGregor OBE MP, Steven  
Norris MP, David Curry MP, issues and land  
use, investment criteria, private finance, road  
charging, congestion, demand management,  
regulatory control, DfT, green issues &  
London's transport needs. Contact:  
Iain Dale, The Waterfront Partnership  
Tel: 071 730 0430 Fax: 071 730 0461

LONDON

**MARCH 14 & 15**  
**THE EUROPEAN WATER  
INDUSTRY**  
The aim of the meeting is to discuss the  
impact of the EC legislation on the water  
industry in Europe and to consider how  
governments and companies are  
responding to the increasing demand for  
greater environmental protection.  
Enquiries: Financial Times  
Tel: 011-673 9800 Fax: 081-673 1335

LONDON

**MARCH 15**  
**THE THIRD AGE OF  
MARKETING**  
The Opportunities in the 50+ Markets  
A joint conference organised by Age  
Concern England and The Henley Centre,  
designed to help those companies  
interested in marketing goods and services  
to the 50+ age group. Cost: £355 + VAT  
Contact: Anna Harman Tel: 071 333 9961

LONDON

**MARCH 15-17**  
**ELECTRONIC BOOKS  
INTERNATIONAL '94**  
A Macmillan exhibition and  
conference, focusing on developments in  
the world of electronic books. Meet the  
future of publishing today: the Publishers,  
the Developers, the Distributors, the  
Replicators and the Media.  
Venue: Novotel London Hammer Smith  
Contact: Emily Brooks  
Tel: 071 976 0405 Fax: 071 976 0206  
Macmillan, Antihill House, Antihill  
Row, London SW1P 1RT

LONDON

**MARCH 16**  
**MARKETS AND THE  
ENVIRONMENT**  
A new and challenging approach to  
dealing with resource depletion and  
pollution. Topics include: Free market  
environmentalism, Population and the  
environment and Global warming plus  
case studies.  
Contact: Melanie Jones  
Conference Profile  
Tel: 071 256 4938 Fax: 071 256 1889

LONDON

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LONDON

**MARCH 16**  
**THE WEST LONDON  
TECHNOLOGY SERIES 2: DESIGN**  
One day seminar for senior managers  
of manufacturing and service-related  
companies, exploring product design and  
marketing. Speakers drawn from The  
Design Council and leading international  
design consultancy will lead you through  
the basic ingredients for success.  
Contact: Nick Hamilton at W. London TEC  
Tel: 081 814 3240 Fax: 081 570 9969

LONDON

**MARCH 16**  
**EMPLOYEE INVOLVEMENT AND  
GLOBAL COMPETITIVENESS**  
Paddy Ashdown MP will speak on  
employee involvement and participation,  
its role in enhancing the global  
competitiveness of UK business and the  
likely impact of European Commission  
proposals, at an IPA Discussion Lunch.  
Contact: Martin Ewan, Involvement &  
Participation Association  
Tel: 071 354 8040

LONDON

**MARCH 17**  
**BS6750: CUTTING THROUGH  
THE CONFUSION**  
Many people are unaware that the quality  
standard changes in 1994. This half day  
will lead you through the changes,  
whether your company has accreditation,  
is seeking it, or is considering seeking it.  
The amendments will be presented  
comprehensively and concisely.  
Opportunity to discuss specific queries.  
Contact: Nicholas Johnson at West  
London TEC  
Tel: 081 814 3272 Fax: 081 570 9969

LONDON

**MARCH 17**  
**RSA INQUIRY TOMORROW'S  
COMPANY NATIONAL  
CONFERENCE**  
A conference which examines the  
challenges facing tomorrow's company.  
Christopher Hudson, Chairman, Northern  
Foods; John Neill, Group Chief  
Executive, Unilever; Keith Buchanan,  
Bain & Company; Paul Leith, and a  
distinguished team of speakers.  
Details from: Guy Webb  
Tel: 0232 332669 ext 4328  
Fax: 0232 333253  
VIP TRAIN London to Leeds

LEEDS

**MARCH 17 & 18**  
**INTERNATIONAL PENSIONS  
CONFERENCE SAVOY HOTEL**  
This major two day international  
conference will examine many of the  
issues affecting the pension making  
process of the professional global  
investor. The programme includes  
international investment strategies, new  
markets & product development, taxation  
& legislation with specific emphasis on  
pensions in emerging markets and new  
market opportunities.  
Details from: Codrington Financial  
Tel: 071 925 1000

LONDON

**MARCH 17**  
**SUCCESSING IN FRANCE**  
Capitalising on France's attractiveness to  
UK MNCs. "Succeeding in France" is  
the topic of a seminar organised by Price  
Waterhouse in London, with the French  
Ambassador to the UK, His Excellency M  
Jean Guigouin, as guest of honour.  
Contact: Pascal D'Hont, French Tax Desk  
Price Waterhouse Tel: 071 939 9937

LONDON

**MARCH 21-22**  
**BUY-OUTS IN THE REGIONS**  
This conference will examine the  
structuring and financing of buy-outs in  
the regions, taking into account the  
practical issues facing buy-out teams in  
the 90s. Case studies from Leyland DAF  
Vans, Firststep Group Ltd and many more.  
Not to be missed.  
Contact: Acquisitions Monthly  
Tel: 071 823 8740 Fax: 071 581 4331

BIRMINGHAM

**MARCH 21-22**  
**BUSINESS PROCESS  
RE-ENGINEERING SEMINARS &  
WORKSHOPS**  
Containing a successful series of seminars  
for executives and senior managers  
charged with designing and implementing  
BPR initiatives. Established blue chip  
client list. Presented by a leading US  
practitioner, our proven "how-to-do-it"  
implementation guide is illustrated  
throughout with case studies and  
workshops. Course book also available.  
Suggested April 21-22  
Contact: Richard Parry, Vertical Systems  
Intercede Ltd Tel: +44-255-292066 (24 hrs)  
Fax: +44-255-290821

UNIVERSITY OF WARWICK

**MARCH 22**  
**DIFFERENTIATING CUSTOMER  
PROPOSITION (DCP)**  
CBI/Develin & Partners conference,  
chaired by John Humphrey, uses case  
studies to show the roles of Positioning  
and Capability in developing an  
organisation's DCP. 100 plus delegates  
already booked.  
Contact: Georgina Kingsley, CBI Conferences  
Tel: 071 378 7400 Fax: 071 497 3646  
Julia Robins, Develin & Partners  
Tel: 071 917 9988

LONDON

**MARCH 22-24**  
**BUSINESS RE-ENGINEERING:  
MANAGING RADICAL CHANGE**  
This two-day international conference  
explores how to address the organisational  
and human challenges of business re-  
engineering, including frank discussion of  
the reasons why so many initiatives fail and  
explores practical methods for achieving  
critical buy-in and support for redesigned  
processes and new working practices.  
Contact: Business Intelligence  
Tel: 081 544 1830 Fax: 081 544 1020

LONDON

**MARCH 23 & 24**  
**VENEZUELA & COLOMBIA  
THE CARIBBEAN BASIN -  
INTEGRATION, INVESTMENT &  
TRADE**  
Check events on significant regions for  
direct investment and trade with  
potential as emerging markets. The  
Colombian Finance Minister keynote.  
Sponsors: Bankers Trust, Banco  
Mercantil, Banco Santander, Crown  
Agents, Canning House and the Caribbean  
Council for Europe.  
Details from: Marc Lee, Cityfront Ltd  
Tel: 0225 466744 Fax: 0225 442963

LONDON

**MARCH 23-24**  
**EASTERN EUROPE'S ECONOMIC  
RECOVERY & CIS CONTINUING  
DECLINE AND OPPORTUNITIES &  
CHALLENGES IN THE REGIONS  
ENERGY INDUSTRIES**  
Panelists, DRU/McGraw-Hill conferences  
with Dr. Leszek Balcerowicz, Former  
Polish Finance Minister, and Western Oil  
Industry Reps. Contact: Patricia Matthews,  
DRI on +44-81-245-6212

LONDON

**MARCH 24**  
**LIVING WITH A FAMILY  
BUSINESS**  
This one-day conference, held in  
association with Stoy Hayward, will  
address the key issues confronting family  
enterprises and offer solutions for  
resolving them.  
Contact: Acquisitions Monthly  
Tel: 071 730 0022

LONDON

**MARCH 24**  
**WORKSHOP ON PORTUGAL:  
EEC FUNDS AND PUBLIC  
AND UTILITIES CONTRACTS**  
An important event for any one interested  
in, or already investing in Portugal. Topics  
will include: opportunities for trade and  
investment and how UK companies could  
do better in Portugal, how contracts are  
awarded, who are winning contracts, and  
EC structural funds available to investors.  
Contact: Amanda Daglish, The Contracts  
and Procurement Research Unit  
Tel: 021 414 3221 Fax: 021 414 3217

BIRMINGHAM

**MARCH 24 & 25**  
**BUSINESS PROCESS  
RE-ENGINEERING AND  
INSTRUMENTATION**  
This conference is for companies  
presenting innovations in SENSORS AND  
INSTRUMENTATION in those seeking  
investment or new business in this sector.  
Following brief presentations the delegates  
will hold informal meetings to make direct  
contact and assess their opportunities.  
TIE Days are an investment from TIE  
of EU's SPRINT programme.  
For further details please contact:  
TIE (UK) Ltd. Tel: +44 (0)71 704 9702  
Fax: (44) 071 704 9594  
TIE SA, Tel: +33 (0) 30 31 59 40  
Fax: (33) 30 31 59 45

LONDON

**MARCH 29**  
**DERIVATIVES RISK  
MANAGEMENT STRATEGIES**  
Organised by European Business  
Seminars to give a practical focus on the  
utilisation of risk when dealing with  
derivatives. Chaired by Yorkshire  
Building Society. Speakers from key  
financial institutions and professional  
firms. For further details contact:  
Tel: 071 823 9001

LONDON

**MARCH 30**  
**LAUNCH OF THE GREEN  
HEALTH CHECK MANUAL**  
Morning event to launch Green Health  
Check Manual, developed by West  
London TEC and Tondee Ross to enable  
businesses to independently conduct an  
environmental audit. Speakers include  
World Wildlife Fund, Tondee Ross and  
companies who have benefited from  
environmental audits. Contact: Nicola  
Wynne at West London TEC on:  
Tel: 081 814 3250 Fax: 081 570 9969

LONDON

**MARCH 31**  
**PRIVATELY FUNDED  
INFRASTRUCTURE - THE  
PRACTICAL IMPLICATIONS FOR  
GOVERNMENT AND INDUSTRY**  
This conference will examine the issues  
connected with privately financed  
infrastructure projects, looking at the  
international legal and financial  
perspectives and the views of the client,  
operator and the Government.  
Contact: Antonia Daglish, CPRI,  
University of Birmingham B15 2TT  
Tel: 021 414 3221

BIRMINGHAM

**APRIL 7-13**  
**THE BRITISH INTERNATIONAL  
ANTIQUES FAIR**  
A major event in the world of antiques.  
Established in 1982 the British  
International Antiques Fair ranks among  
the world's most important antiques  
events. 150 dealers display an estimated  
£25 m worth of antiques and fine art of  
the highest quality. All items are for sale  
and prices range from less than £25 to  
over £300,000.  
Rug: Linda Colman - Centre Exhibitions  
Tel: 021 780 4141 (Ext 2760)

BIRMINGHAM

**APRIL 14**  
**BUSINESS PROCESS  
RE-ENGINEERING AND  
WORKSHOPS**  
The seminar provides a comprehensive  
BPR implementation strategy (Theory,  
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■ Russia and West vie for Baku's black gold; economic reforms stalemated **PAGE 11**

# AZERBAIJAN

Monday March 7 1994

■ Fiercest war in the ruins of the USSR; foreign policy on the Caspian Sea **PAGE 11**

**A**zerbaijan is one of the most blessed of the former Soviet states.

Offshore, its oil and gas reserves are enough to ensure huge revenues for decades ahead, if properly exploited. The capital, Baku, is one of the world's great ports and has an infrastructure which, though ageing, remains serviceable.

The country is a rich producer of fruits and vegetables. It has areas of great beauty. Its people are Moslem (if they are anything), but of a moderate, mind-your-own-business kind.

Beneath the coarsened Soviet manners there is courtesy and civility to be found. The national aspiration, it seems, is to emulate secular and booming Turkey, to whose people the Azeris are ethnically and linguistically close.

Its present tragedy is a war which has swallowed up more than one fifth of its land surface, rendered some 1m of its people into refugees and now accounts for nearly half of its budget.

At the time of writing there is another Russian-brokered effort to achieve peace between Azerbaijan and its closest neighbour and enemy, Armenia. However, the last five years have seen a war becoming steadily more bitter and intractable, with most of the victories falling to the Armenians.

Were the war to end, Azerbaijan would have problems enough. It was a poor state even by Soviet standards, and both the capital and the provincial towns, the roads and the farms, show it. But it could embark on modernisation and investments with a much greater hope of rapid success than most of its former fellow Soviet republics.

The Azeris are a predominantly Turkic people (though the ethnic composition is a matter of debate) who have lived in the area for many centuries. There are millions of Azeris still living in Iran, a legacy of the time when the Azeris were divided between the Tsarist and the Persian empires.

The people became a nation



**WAR AND WEALTH.** Above: a baby watches from its mother's back as relatives mourn for an Azeri victim of the war in Nagorno-Karabakh. Right: a "nodding donkey" pumps oil in one of Baku's rich oilfields on the Caspian Sea



## Wealthy, beautiful, and bleeding

Azerbaijan is rich in oil and gas, has a fine climate and fertile soil. But it is being badly hurt by the rebellion of its powerful Armenian minority

only briefly, when a republic was declared after the collapse of Czarist rule in 1918 - but it lasted only until the entry of the Red Army into Baku when the republic was incorporated into the Caucasian Federation and then later received republican status.

This settlement also appeared to favour Azerbaijan in another way - it gave it control of the enclave of Nagorno-Karabakh towards the west of the country, a beautiful region then largely (and now wholly) dominated by Armenians. Further, it gave to Azeri control the region of Nakhichevan on the south west of Armenia, a region which has a section of border with Turkey.

Nagorno-Karabakh proved to be the deadliest of nationalist landmines. It exploded first in 1988, when the relative liberal-

ity of Mikhail Gorbachev's rule stimulated increased nationalist fervour in Armenia, and saw first the Karabakh then the Armenian parliament adopt motions demanding the transfer of Karabakh to Armenian control.

Though the radicals of the Karabakh Committee were jailed (they included Mr Levon Ter-Petrosian, the current Armenian president - the Armenian Communist Party was itself split over the issue and functioned more as the moderate wing of the nationalist movement than as a supplanter of it).

Fighting within and around Karabakh gave way to fighting

in and around the borders of the two states: in 1992, the Armenians drove a corridor between Armenia proper and the enclave through the Azeri town of Lachin. Last year, a failed offensive by the Azeris turned into a sustained advance by the Armenians, to the point where most of the land round Karabakh, stretching deep into Azeri territory, is now in Armenian hands.

The instability generated by both the war and the Soviet collapse at the end of 1991 has meant that Azerbaijan has had three presidents in as many years. Mr Ayaz Mutalibov, a Gorbachev-era communist, hung on unsteadily until 1992.

He was succeeded by Mr Abulfaz Elchibey, the candidate of the Azeri Popular Front, a nationalist grouping which arose in response to the radical nationalism of the Armenian Karabakh Committee.

The APF promised a much more aggressive prosecution of the war than the weak and temporising post-communist regime. But it could neither win the war nor conclude peace.

A radical turn towards Turkey and away from Russia, coupled with a rather contemptuous refusal to join the Confederation of Independent States, prompted Russian

troops to evacuate all the positions they held in Azerbaijan. There was now no force able to withstand the much more highly motivated and better armed Armenian fighters.

After the rout of last year, President Elchibey invited the popular Mr Heydar Aliyev, leader of Nakhichevan and the former Communist Party First Secretary of Azerbaijan (and member of the Brezhnev Politburo) to lead the parliament. A few days later, the man Elchibey had fired as commander of the forces fighting the Karabakh Armenians, Mr Surat Huseynov, led a march of his units on Baku with a demand that the president be deposed.

Elchibey fled (there was no conflict). Aliyev was elected president and Huseynov became prime minister.

The policy which Mr Aliyev has tried to follow is a blend of geopolitical necessity and economic realism. He has taken a sharp turn back towards Russia. "What should we do?" he asked in a recent interview with the FT. "Should we simply continue to annoy her? She is a great power and will continue to be. She has been involved in the fate of Azerbaijan for two centuries. She must be at the centre of our policies."

At the same time, he has sought to keep open his lines to Turkey - he had what was billed as a successful visit there last month - and he has, in visits to France and Britain, opened up lines of contact with

Western states to redress what he believes is the dominant position occupied by the Armenian lobby in Western thinking on Nagorno-Karabakh.

He claims a firm attachment to democratic values and to a market system - though warns against "pseudo democrats indulging in the democracy of the streets" and says it will take some time to build a culture which can sustain democratic institutions. His presidency, solidly supported, remains the pivot of the state. His experience and toughness are unquestioned (he was head of the Azeri KGB as well as first secretary) and he has introduced a so far mildly authoritarian rule which has put some of his opponents in prison, others in exile (though Elchibey still lives in freedom in Nakhichevan), others still in parliament.

The press is numerous and relatively free, there are signs of private enterprise and the moment may now be more promising for peace talks than in the past five years.

The oil men, who have sat in Baku for two years waiting for one of the largest deals in the world (estimated at around \$9bn) still sit, but with better expectations of signing a deal than for some months. The consortium, which includes British Petroleum, Statoil, Amoco, Pennzoil, Unocal, McDermott and Ramco, have been much more keen to sign a deal in war-torn Azerbaijan than in peaceful Russia - largely because the partners believe that it can be made to stick, since the government and the oil companies are at one and the legislation and tax regime can be friendlier than they have yet been in Russia.

This first FT survey of Azerbaijan thus comes at a more hopeful time for the fledgling state than any it has experienced since its independence - an independence it did not actively seek. If it is to grow to full statehood, it needs both peace and economic development very badly. It may get these, if the hopes now visible grow and are fulfilled.

John Lloyd

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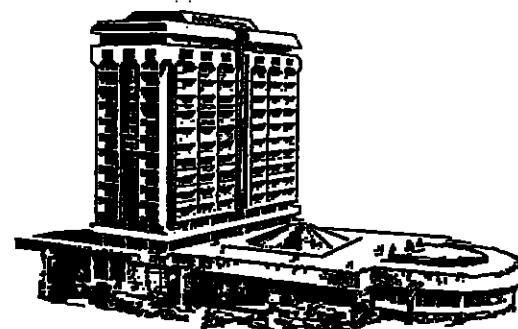
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Mr. Mahmud Nadiroğlu Mamedov is the major shareholder and Chief Executive Officer. MNM Holding employs over 850 administrative and technical staff and workers. Our estimated turnover for 1994 is approximately 30 million USD.

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MNM Holding was originally established in December 1989 under the company name ASINAM, which was the first private company in Azerbaijan.

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## AZERBAIJAN II

Steve LeVine on how Russia, the West and Turkey are jockeying for Baku's oil favours

## The Great Game revisited

C rude is not necessarily the first word on the lips of Western and local oilmen in the Azerbaijan capital, Baku. These days their first utterance is just as likely to be "Russia".

The oilmen are preoccupied by a revival of the 19th century Great Game, in which Russia vied for influence in the region against Britain, Iran and Turkey.

The new round of this old game threatens to block a \$11.8bn British Petroleum-led oil proposal to resurrect Baku as a world oil leader.

One of three new oil producing republics on the shores of the Caspian Sea, Azerbaijan possesses more than 4bn barrels of proven oil reserves.

Industry analysts believe that together with Kazakhstan and Turkmenistan, Azerbaijan could form the world's third-largest oil-producing region, after Siberia and the Gulf.

For Azerbaijan, a century after Robert Nobel developed the Baku oil fields, the same resource could be the basis for Azerbaijan's long-term independence from Moscow for the first time since Czar Alexander the First's conquest of the area.

President Heydar Aliyev has just delayed a contract with

**Oil is seen as the key to Baku's independence from Moscow for the first time since the area was conquered by Czar Alexander the First**

the BP-led group, in what industry analysts see as the beginning of a pitch for more Western aid against a Russian effort to consolidate Moscow's economic and political influence in the region two years after the fall of the Soviet Union.

"In Aliyev's mind, he's negotiating Azerbaijan's international future, using the only commodity he's got - the oil," said a Western oil executive involved in the Baku negotiations. "He's trying to get as much as he can before giving it up."

The revival of Great Game politics on the shores of the Caspian comes four years after Western oil companies began speaking with Azerbaijan about its oil. The talks have involved not only new production. With their rickety old equipment, the existing oilfields' production is declining - last year it fell to 10.25m tonnes from 13.1m tonnes in 1989 - and western companies are being asked to re-equip them.

Eight Western companies have won shares of the proposed oil production contract. Besides BP, they are Amoco Production, McDermott International Inc., Pennzoil, Ramco Energy Ltd., Statoil, Turkish Petroleum and Unocal.

Since moving in, the companies have invested \$140m in bonuses, demonstration projects and charity, and most have opened plush, computerised offices in Baku.

The deal has seemed close to signing several times, but on each occasion has been held up because of the republic's political instability. Last June, two weeks before the then President Abulfaz Elchibey was to sign the deal in London, a military rebellion overthrew his government.

Then in November, Mr Aliyev, who criticised Mr Elchibey's version as insufficiently lucrative, came close to a new deal that raised Azerbaijan's percentage of proceeds from 70 per cent to 80 per cent and added \$200m to a previously arranged \$300m signing bonus. Ultimately, Azerbaijan was to receive \$94bn in profit over 35 years, and the companies \$24bn.

Mr Aliyev, however, had second thoughts, and now may agree to a lower return over the long term if he can receive more in the first 10 years of production, according to an informed Western diplomat. Under the abandoned deal, the diplomat said, Azerbaijan's proceeds in the first decade would have been just 30 per cent, as the companies recovered their share of \$7bn in projected development costs.

Meanwhile, with the talks idling, some of the companies have lowered their profile in Baku. BP, which in partnership with Norway's Statoil has the greatest exposure with a 36.7 per cent stake, has reduced its Azerbaijan project staff from 80 to 30.

Diplomats and industry analysts say that Mr Aliyev is not negotiating in bad faith. He is merely responding to increased pressures, they say.

Among them are the public's desperation for a favourable end to Azerbaijan's six-year undeclared war with Armenia, in which thousands of Azeris have died in the last two months alone.

There also is dissatisfaction with the republic's unremitting economic collapse, in which



A workers' boat at the terminal for Neftali Kemi, a city built on stilts 4½ hours by boat into the Caspian Sea from Baku. Constructed in the late 1940s it has 200km of roads and accommodates more than 4,000 workers

production has shrunk at least 40 per cent in just the last two years.

And there are Russia and the oil, issues that have seemed increasingly intertwined.

It is hard to see what pressure Mr Aliyev thinks the US and European companies can exert on Moscow, but he clearly wants a minimum breathing space.

"Azerbaijan has no lobby in any Western country. But when the oil agreement is

signed, it will have economic relations with these countries," and thus a voice there, said Ms. Leyla Yunusova, a former deputy defence minister and now a private military analyst.

For its part, Moscow wants a share in Azerbaijan's major oil projects, and abandonment of a \$1.4bn proposal to divert oil shipments through a Turkish pipeline to the Mediterranean port of Ceyhan.

Russia wants Baku to continue shipping its oil to its

Black Sea port of Novorossiysk through an expanded or new pipeline. A new pipeline to Novorossiysk would cost an estimated \$2bn.

Mr Aliyev already has awarded Russia's state-owned Lukoil company a minimum 10 per cent equity share of the estimated 3bn-barrel oil deal under negotiation with the BP-led group. He also has agreed to separate, joint development with Lukoil of the 1.4bn-barrel Guneshli offshore oilfield,

which until October was supposed to be part of the Western-led venture.

Moscow is not the only former Great Game player to be cut in on the deal late in the game. In 1992, Ankara's Turkish Petroleum was awarded a share. But its appetite was far smaller than Moscow's - just 2.5 per cent.

Now, Turkish government officials believe that Mr Aliyev has also agreed to ship much or all of Azerbaijan's output to Novorossiysk. If true, this would meet what ultimately is Moscow's most serious demand, since a continued monopoly on oil shipments would perpetuate Russia's stranglehold on Azerbaijan's means of economic independence.

Since there has been no announcement about the pipeline, most Western oil officials and diplomats continue to hope that the issue is still open.

Though Robert Nobel did ship his oil through Russia to Europe, using the Volga River-Baltic Sea route, Western oilmen these days mainly look south.

"The only way Novorossiysk makes sense is if you have to choose it for political reasons to please Russia," said a Western oil official in Baku. "It's overwhelmingly the worst possible option. It's the most expensive, and you end up with the oil in the wrong place. We want it in the Mediterranean."



Baku oilfield: wasteful but operational

Picture: Fergus Wilde

Vitality and stagnation are the hall-mark of the post-Communist economy, writes Steve LeVine

## Oil and bribery lubricate the wheels

Azerbaijan looks to oil as the mainspring of its economic future and of closer relations with the capitalist world.

In the meantime, its first post-Soviet governments have done little in the way of economic reform. However, this has not prevented the emergence of the liveliest trading climate on the southern fringe of the former Soviet Union, after Kazakhstan, the economic leader in the Caucasus and Central Asia.

The people of Baku have access to a wide range of products from processed foods to electrical appliances.

The influx has been generated by enterprising merchants who have made a fortune exporting relatively cheap Russian or local scrap iron, rare metals and other resources in exchange for consumer goods.

This activity has been vital in preventing Azerbaijan from slipping further into the economic swamp that has engulfed neighbouring Armenia and Georgia.

However, although it has kept the economy ticking over, this trading has not really altered Azerbaijan's general standard of living.

Over the last two years, the economy has contracted by 40 per cent and there has been



Foreign and local bank branches in Baku

Picture: Fergus Wilde

1,000 per cent annual inflation. Azeri economists complain that, while making their quick profits, businessmen have failed to start creating the fundamental infrastructure and industrial investment that the republic desperately needs.

"Instead of investing and waiting to earn profit after two years, they prefer to buy junk from Tajikistan or Russia, resell it to Turkey or Iran, and make a fortune," said Mr Bajram Mamed Rzajev, an official in the Ministry of Foreign Economic Relations. "It's easy to become a Rockefeller here."

Most Azerbaijan officials still think in Soviet economic terms, and President Heydar Aliyev would face bureaucratic obstacles to market reforms. In any case, the economic reforms discussed by all six governments over the past two years have been paralysed by the six-year-old war with Armenia.

A third of Azerbaijan's agri-

cultural production - which accounts for 26 per cent of the economy - comes from areas caught up in the fighting. In addition, the conflict has also prevented Azerbaijan from being helped by international institutions such as the Inter-

**Baku's heavy industries have been badly hit by faltering deliveries of raw materials from other former Soviet states**

national Monetary Fund. Heavy industry, such as steel and oil equipment, has also been paralysed by the rupture of trade links with other ex-Soviet nations. The 14 oil equipment plants, for example, used to supply two-thirds of the Soviet Union's needs.

January, Azerbaijan's industrial output fell by 11.3 per cent compared with a year

earlier, due largely to lack of raw materials from other former Soviet republics.

In spite of these problems, Mr Aliyev has given no priority to economic affairs. Senior positions in the taxation and foreign economic affairs ministries remain unfilled. "How can you leave these key ministries empty?" asked a senior western diplomat, interviewed in Baku. "These are vital to the economy."

There are many more complaints. Corruption is so common that western diplomats and businessmen judge officials not according to whether they take bribes but whether, having received them, they will still block necessary market reforms or licence applications.

Another key problem, seen in other ex-Soviet republics, is the banking sector. Although about 180 private banks are registered in Baku, corruption and the war in Nagorno-Karabakh have rendered them ineffective for the purposes of investment.

The banks' main function is to lend money to traders for a month so that they can buy and sell commodities at a steep profit and repay their loans at 100 per cent interest.

"I don't think anyone here is interested in investment in any industrial project. If they happen to be interested in long-term credit, it's probably for trade," said a senior western diplomat. "Since inflation is so high, traders are happy to pay 100 per cent interest. They would be willing to pay several times that to get credit."

The government has hard currency reserves, estimated at more than \$300m. But it is not sure of their exact value because state enterprises are discouraged from repatriating their profits.

The government requires 85 per cent of hard currency earned from the sale of "strategic goods" to be surrendered to the state in exchange for the local currency, the manat. Almost 75 per cent of all traded

goods fall into this category. When factories earn cash from exports, therefore, they often do their utmost to bank the proceeds abroad.

Mahmud Mamedov, a dentist during Soviet times, is one of Baku's wealthiest traders. He earned his first big money in the kind of rapid trading now practised by many new entrepreneurs in Baku. Mr Mamedov, who sports gold jewelry and a check sports jacket, did so well that he now owns a bank, a television station, a newspaper and one of Baku's top two hotels, which he says

he is refurbishing to international standards. Mr Mamedov is scathing, sarcastic and somewhat patronising towards government bureaucrats who he believes are mishandling the economy. But he is a past master at dodging obstacles raised by the officials.

"You can't blame them. They lived for 70 years with the old system," he said. "The ministers are accustomed only to taking bribes. ... Until real businessmen come to power, I don't expect a real economic plan."

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Steve LeVine on the conflict which has created 1m refugees

## Stalin's map explodes



Exhausted Azeri front-line fighters take a brief rest. Reuters

For six years Azerbaijan's politics and economy have been dominated by the fortunes of a war on an obscure battlefield in its western mountains.

Five Baku governments have fallen, more than a fifth of the republic's territory has been conquered by ethnic Armenian separatists and 1m Azeris have become refugees. But neither side is yet ready to compromise and peace seems distant.

Since coming to power eight months ago, the Azerbaijan president, Mr Heydar Aliyev, has prosecuted the war more boldly than his predecessors in

the hope of strengthening the republic's bargaining position. He has launched two major offensives, but both failed. The first was undermined by desertions, the latter by unsuccessful "human wave" tactics reminiscent of Iranian offensives in the 1980s war with Iraq.

As a result of these frustrations, the government has shrunk from radical reform, contenting itself with get-rich-quick foreign trade deals.

The war, one of the fiercest in the former Soviet Union, stems from the separatist aspirations of Armenian communities in the western region of

Nagorno-Karabakh. Its seeds were sown by Josef Stalin in 1923 when, despite its majority Armenian population, Stalin made Nagorno-Karabakh part of Azerbaijan.

After simmering for many years, the issue exploded in 1988, when Nagorno-Karabakh's governing council voted to unite with the republic of Armenia.

Now the fighting engulfs much of western Azerbaijan. The Armenians control territory all the way to the Iranian border, and threaten to push north into Azerbaijan's third city, Ganja.

Mr Aliyev, a former member of the ruling Soviet Communist Party politburo, appears to be politically secure but Azerbaijan has been so volatile since the collapse of the Soviet Union in 1991 that Western analysts say they do not know how long he will last. He himself came to power in a coup by Azerbaijan's disgraced former main battlefield commander in Nagorno-Karabakh.

Meanwhile, western-led peace efforts continue. The European Council for Security and Cooperation has resumed its so-called Minsk peace efforts with an official scheduled tour of Azerbaijan and Armenia this month. Last month, Russian defence minister Pavel Grachev persuaded both sides to accept a truce, and there were signs that

Moscow could push for further negotiations.

But the situation is not hopeful. Unlike in Bosnia, where an international consensus has finally forced serious moves toward reconciliation, there is no solid Western pressure on the Nagorno-Karabakh combatants.

The majority Azeris simply want to see the ethnic Armenians withdraw from all captured territory, and make do with cultural autonomy for Nagorno-Karabakh. The Armenian separatists, however, demand the independence of Nagorno-Karabakh as the minimum condition for peace. They do not say what else they want, but their scorched earth tactics in captured Azeri towns suggests that they will also

claim at least some of the additional territory now in their hands.

Mr Aliyev has appealed for help from the US, Turkey and Iran, but so far seems to have gained little more than the dispatch of some military advisers.

Late last year, Mr Aliyev sought what senior Western diplomats and Azeri analysts believe was a quid pro quo: in exchange for Moscow's military assistance, Mr Aliyev agreed to Azerbaijan joining the Russia-dominated Commonwealth of Independent States.

He also awarded Russia a share in a Western-led oil deal to develop Azerbaijan's rich offshore fields.

But there is little sign of



Azeris flee after Armenians cut roads trapping 15,000 civilians. Reuters

effective Russian help. With his army weakened by desertions, Mr Aliyev sent an aide last August to Afghanistan to "borrow" some of that country's mujahideen rebels.

More than 1,000 Afghans came to Azerbaijan and faced their first test in October, when Mr Aliyev launched his first offensive. The surprise attack, in the southwestern Zangilan region near Iran, was spearheaded by the Afghans. They advanced a few kilometres, before they and the Azeris fled from an Armenian counterattack. The Armenians then promptly drove some 60,000 local Azeris from their homes.

Mr Aliyev almost immediately began to prepare another attack. In November, thousands of young men were called up and given a few days of basic training.

On December 15, Azerbaijan attacked in several places, mostly in the southwest and in strategic Kelbajar, next to Armenia's border. The ethnic Armenians were pushed back, but at the beginning of February they again resumed the upper hand. The Azeris have held the town of Horadiz on the Azerbaijan-Iranian border, but they have been ousted from Kelbajar and pushed over the important Morov mountains.

A walk through Martyr's Cemetery on a Baku hillside



Armenians collect weapons from an abandoned Azeri outpost. Reuters

shows the result of Azerbaijan's new offensive. There are rows of shrines decorated with red, pink and white carnations and new concrete tablets attest to the daily funerals of fresh war victims.

Conservative Western estimates put Azerbaijan's dead in the latest offensive at 4,000 men, and Armenian losses in the hundreds. These are higher figures than for the previous two years of fighting. The sixth year of the war is estimated to have seen more than 15,000 dead on both sides.

With the Armenian forces now controlling the Morov

heights, Western analysts worry that Ganja, the site of a former major Soviet Army base, may be subject to rocket attacks.

"You can't put together any real army here to fight the Armenians. There is a lack of determination in the people fighting, a disarray in the ranks," said a Western diplomat in Baku.

"This country is capable of gaining and holding ground only temporarily. If the Armenians don't retake territory immediately, it is only for political reasons, not because they cannot."

John Lloyd and Steve LeVine study diplomacy and power politics on the Caspian Sea

## Between Russia, Turkey and Asia

The basic pillars of Azerbaijan foreign policy are to balance its interests between Russia and Turkey in the first place; to increase its developing contacts with Western states, using the leverage of its Caspian Sea oil; to remain on good but not close relations with neighbouring Iran, where millions of Azeris also live; to continue membership of the Commonwealth of Independent States, and to develop, especially, better relations with the Central Asian states, which are, like Azerbaijan, moderately Moslem.

These new objectives, expounded by President Heydar Aliyev and Mr Vafa Gulizade, his adviser on foreign affairs, are meant to

address two issues.

First and most urgently, they are seen as a way of achieving a ceasefire in the undeclared war with Armenia - a conflict that Armenia has in the last two years been winning. It is Azerbaijan's view that only Russia is capable of stopping the war - arguing that Moscow is making it possible for Armenia to fight.

Says Mr Gulizade: "Armenia receives 90 per cent of its supplies from Russia, and thus Russia could stop her in a minute. As soon as Russia threatens supplies, Armenia will negotiate."

A ceasefire has presently been arranged, under Russian auspices (by Gen. Pavel Grachev, the Russian defence

minister). This tentative agreement is supposed to be followed by talks between Mr Aliyev and Mr Levon Ter-Petrosian, the Armenian president, probably also in Moscow.

Mr Aliyev, in an interview,

**Russia is prepared to intervene in the war, but its price is a stake in the oil and military facilities**

was sceptical: "We have had so many ceasefires. In many of them, the Armenians used the time to again attack. I am not against the Russian initiative but our key demand is that the Armenians withdraw."

In invoking Russian aid to settle the war, Mr Aliyev is, as he knows well, being drawn into a complex negotiation. Russia will settle the wars along its borders at a price. One is a share of a rich Azerbaijan oil deal led by British Petroleum (see article on oil), in addition to the right to establish new military installations.

When the latter question was put to Mr Aliyev, he claimed, "The issue has not come up before me."

Mr Gulizade is a little more forthcoming: "In principle I'm not against it. The world in which we live is a world of realities. And in the real world, countries can lease bases in other countries. There is nothing against it."

Turkey, on the other hand - "a brother country", as Mr Gulizade calls it - has less obvious political influence but more of a goal to which Azerbaijan can strive.

In a February trip to Ankara, Mr Aliyev won the important declaration from Turkey's leadership that he was a

valued friend. This was vital because, since he was instrumental in the fall of Mr Abulfaz Elchibey, the previous president who was decidedly pro-Turkish, Mr Aliyev needed to ensure that relations with Ankara were not too raw.

In addition, there is grave concern in Ankara about Russia's ambitions in the largely Turkic, former Soviet republics of Azerbaijan and Central Asia. Ankara, which until recently was viewed as the west's bulwark in Central Asia and the Caucasus, believes with some cause that Russia is trying to bully its way into the region and push Turkey out.

Azerbaijan's key politicians agree that much of the republic's future is dependent on how Russia asserts its perceived rights in its "near abroad."

"If Russia's policy doesn't moderate, and the west doesn't become a balancing force in this region, we realise there is going to be a problem for Azerbaijan - for any government of Azerbaijan," said Mr Isa Gambar, leader of the opposition Musavat political party.

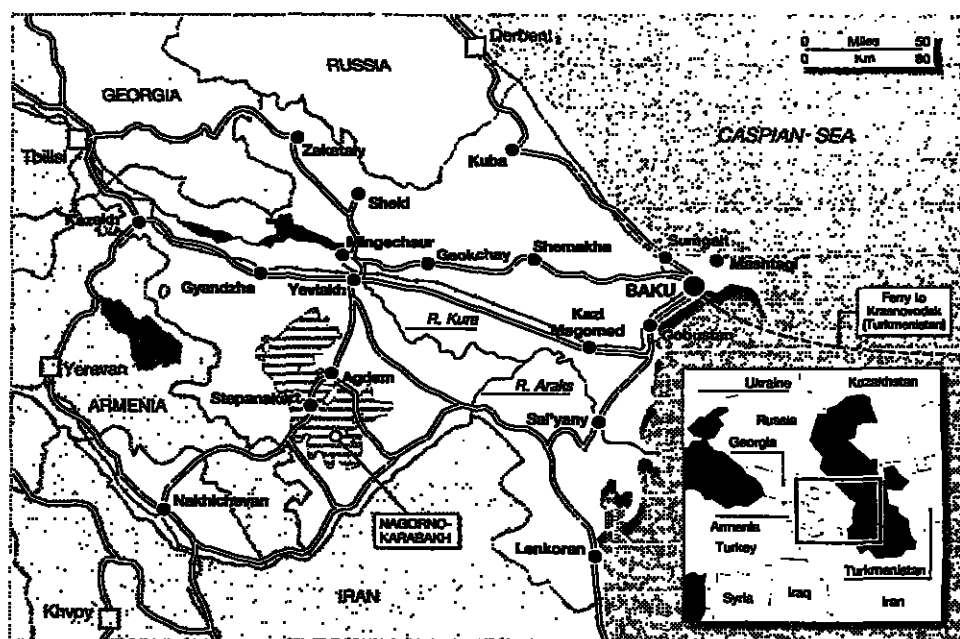
The West is seen by Mr Aliyev as "the natural direction of our policy". He says that "we share similar values - a belief in democracy, in the rule of law and in the market system. We must build the culture of these here and for that we will need assistance."

The long-sought oil agreement is key to most of Azerbaijan's plans, both political and economic. The currently discussed \$250m signing bonus from the BP-led western consortium would offer Mr Aliyev immediate tools to improve his influence at home and abroad. Domestically, he is still widely

respected and has a commanding presence, but he needs to start delivering tangible achievements.

On foreign policy, it has not gone unnoticed in Baku that the huge oil contracts already signed in the neighbouring Caspian Sea state of Kazakhstan have helped give its president, Mr Nursultan Nazarbaev, access to the highest power circles abroad. Mr Nazarbaev, for example, recently returned from a successful visit to Washington where he was granted almost \$400m in assistance. Azerbaijan leaders hope the oil agreement will gain them similar western aid.

Together with religion, energy is the main common bond between Azerbaijan and its neighbours across the Caspian Sea. The region's natural gas and oil wealth links energy inextricably with its political future. This makes a Central Asian-Azerbaijan alliance vital, particularly an increase in trade across the Caspian.



Thus far, however, Caucasasia and Central Asia have had differing political cultures. Conservative Central Asia was remarkably free of anti-Soviet campaigns, unlike the Caucasus which saw widespread anti-Soviet protest movements.

Air traffic between Baku and Central Asia's key hub, the Uzbekistan capital of

Tashkent, has been severed for more than a year. The breach began when Azerbaijan allowed an Uzbek political opposition figure to stay in Baku after he was assaulted in Tashkent.

Azerbaijan leaders have tended to take a far more lenient posture toward political rivalry than have Central Asia's presidents.

This is part of Azerbaijan's paradox - its resources and political character could give it a smooth eventual transition into a country that can do business with a wide range of Asian and western nations. But its strategic location on the edge of the Moslem world and the former Soviet southern rim makes it a highly tempting target for Russian ambitions.

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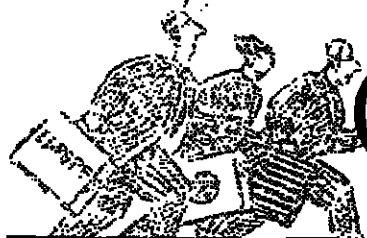
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# CAN EUROPE COMPETE?

European market

## A captive of recession and high expectations

The European market exists. The question is: Does it work? The single market, freeing movement of goods, services, capital and people across the EU, came into effect in January last year. It was extended this year to four EFTA countries - Austria, Finland, Norway and Sweden.

Most countries in the newly-formed European Economic Area carry out 70 per cent of their foreign trade with the rest of the region - a very high level of integration.

For several reasons, however, the market has not met expectations. Companies criticise the bureaucratic intricacies of the new regime for collecting and monitoring value added tax, as well as continued technical barriers to trade.

The main reason for the sour reaction to the single market is that it has come into operation during deep recession. Low business confidence feeds on itself - helping explain why, according to last month's FT opinion poll, 77 per cent of European companies say they have registered no benefits from the single market.

Mr Bruce Ballantine, a BP

The European single market still has much to prove, say David Marsh and Andrew Hill

executive on secondment to Unice, the European employers organisation, says the survey exaggerates disappointment with the 1993 programme. The "real effects" of the measures have been obscured by recession - but he admits: "Expectations were far too high."

The easing of constraints on distribution of goods has been undeniable. Around 70m customs documents used annually to monitor cross-border trade were abolished on January 1 1993, leading to a 3 per cent saving in time taken for moving goods around Europe.

However, the single market's main effect in boosting cross-border investment came in the years immediately after the project was launched in 1985. Since then, the investment effort - and its effect on growth - has petered out. Mr Rudolf von Wartenberg, general manager of the Federation of German Industry (BDI), says many German companies "anticipated" the single market by building up Europe-wide

production and distribution networks during the late 1980s.

The Delors white paper on growth and competitiveness even suggests late 1980s single market optimism, by contributing to economic overheating, may have added to the severity of the subsequent recession.

At the European Commission, some officials show frustration at criticism of the single market. They admit the programme has been a victim of its own advances publicly. An optimistic Commission report in 1988 predicted it would add 4.5 per cent to Europe's gross national product in the medium term.

Brussels officials now claim the programme has added an average annual 0.4 percentage point to growth since 1985. But the single market programme is incomplete. The main areas where the Commission wants to fill the gaps are: ● Abolition of passport controls. Checks were supposed to end on January 1 last year, but even the most federally-minded

EU members have not met deadlines for ending them.

● Implementation and enforcement of proposals and legislation. Some 96 per cent of the original 282 proposals have now been agreed by member states, and 87 per cent of the relevant measures have been transferred into national law.

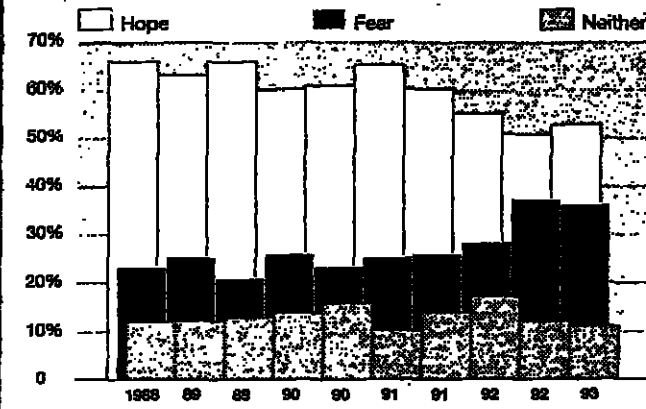
● Removal of technical barriers. Niggling regulations still hamper cross-border trade, particularly for smaller businesses.

● Liberalisation of "closed" sectors. Important sectors such as energy, telecommunications and postal services were left out of the original 1986 programme. Proposals to introduce more competition here have made slow progress.

● Enforcement of procurement legislation. The Commission wants to enforce rules opening public authority and utility contracts to free competition. Meanwhile, the Commission is resigned to criticism. Without more evidence of how the project is working, one senior official says it will be difficult for Brussels to strike a balance between "misguided complacency and an exaggerated view of the problems".

Single market optimism fades as wage differentials widen...

Single market prospects: proportion of EU citizens showing...



World manufacturing labour costs

1993 (\$ per hour)		
24.3	W. Germany	5.1
17.3	E. Germany (former)	4.9
16.9	Japan	4.2
16.4	US	1.8
16.3	France	1.1
12.4	UK	0.5
	Singapore	
	S. Korea	
	Hong Kong	
	Hungary	
	Czech & Slovak Republics	
	China	

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KEY TO RATING: \*\*\*\*\*Excellent \*\*\*\*Good \*\*\*Moderate \*\*Poor \*Does not match criteria

International motor components manufacturer

Main considerations: Short delivery time to main manufacturers. Production costs, together with available grants and incentives, also important. Prime candidates: UK's West and East Midlands, N.E. England, Poland, Belgium (Limburg), Czech republic, Alsace in France and Piedmont in northern Italy top the list, with higher-cost areas like southern Germany less well rated. Other candidates: Aragon and Valencia regions in Spain - close to new motor manufacturing facilities.

	POLAND	UK (W. MIDLANDS)	FRANCE (ALSACE)	CZECH REPUBLIC	ITALY (PIEDMONT)	WEST GERMANY
Proximity to markets	*****	*****	*****	*****	*****	*****
Grants and incentives	*****	*****	*****	*****	*****	*****
Labour availability	*****	*****	*****	*****	*****	*****
Low production costs	*****	*****	*****	*****	*****	*****

\*located in areas of structural unemployment

Japanese compact disc maker

Main considerations: Requires leading-edge technology, substantial investment, low costs, high-skilled engineers. Workforce must be flexible and susceptible to training. Company will want to maximise capital grants and incentives. English language environment may be preferred. Prime candidates: Wales and Scotland top list. Ireland has low costs and flexibility, suffers from distance from markets. Bavaria in W. Germany has strong electronics industry, but is "far from cost competitive". Pioneering companies might consider projects in central and eastern Europe.

	SCOTLAND	IRELAND	CENTRAL EUROPE	SPAIN (CATALUNYA)	SOUTH GERMANY	EAST GERMANY
Low production costs	*****	*****	*****	*****	*****	*****
Labour flexibility	*****	*****	*****	*****	*****	*****
Labour regulations	*****	*****	*****	*****	*****	*****
Skilled labour	*****	*****	*****	*****	*****	*****
Grants and incentives	*****	*****	*****	*****	*****	*****
Language	*****	*****	*****	*****	*****	*****
Proximity to markets	*****	*****	*****	*****	*****	*****

California biotechnology company

Main considerations: Links to an established scientific community, attractive location, suitable schools, cultural and sports facilities. Leading executives prefer a "sunbelt" site. Prime candidates: "Ideal location" could be a science park in southern France such as Sophia Antipolis, near Nice. Southern Germany and Switzerland also attractive. The new European Medicines Agency, to be based in the UK, could be a "major pull factor". A company looking for well-trained scientists at low cost may consider the ex-Soviet Union - but this is now more dubious because of political risk.

	SOUTH OF FRANCE	UK (CAMBRIDGE)	GERMANY (MUNICH)	SWITZ. (AUSANNE)	DENMARK	RUSSIA (MOSCOW)
Links to markets	*****	*****	*****	*****	*****	*****
Links to scientific community	*****	*****	*****	*****	*****	*****
"Sunbelt" location	*****	*****	*****	*****	*****	*****
Attractive location for staff	*****	*****	*****	*****	*****	*****
Cost factors	*****	*****	*****	*****	*****	*****

## State aids refuse to die

Subsidies

By Hugo Dixon

Ask Mr Karel Van Miert, the European competition commissioner, what he is doing to improve the competitiveness of the European economy and he gives two answers: cracking down on illegal state subsidies and liberalising sectors that have traditionally been state-owned monopolies.

This may seem odd. After all, the European steel industry is now convulsed by a row over the Commission's decision to sanction Ecu7bn in aid to several inefficient state-owned groups. There is also disquiet at the slow pace of Commission plans for liberalising sectors such as energy and telecommunications.

By comparison with the mid-1980s, there has been progress in reducing both state aid and the incidence of monopolies. Mr Van Miert and his two predecessors, Sir Leon Brittan and Mr Peter Sutherland, have taken a fairly tough line.

But many sectors of the European economy are still burdened by state aid and monopolies. Government hand-outs to inefficient companies not only waste taxpayers' money; subsidies also distort competition by placing more efficient enterprises at a disadvantage. That is currently the danger in both the steel and the airline sectors.

Likewise, persistent monopolies in utility industries mean European businesses pay more than they need for telecommunications, energy, air transport and postal services. More competition would drive down

costs and spur the development of trans-European networks which could act as the infrastructural backbone of the single market.

The Commission has not moved more aggressively because curbing aid and opening markets often involve job losses. It fears a political backlash which could undermine its authority. "OK, you could make it a war. But at the end of the day, what interests me is results," says Mr Van Miert.

The Commission has had some successes. It has become more insistent that subsidies be allowed only if they are part of a viable restructuring plan. And the Commission has encouraged member states to prepare aided companies for privatisation.

So far, though, the fall in the overall volume of hand-outs has been small. It averaged

Ecu89bn a year between 1988 and 1990, down from an average Ecu92bn in the previous three years - a drop to 2 per cent of GDP from 2.2 per cent.

Equally, progress on liberalisation has been patchy. Data communications services have been opened to competition, but ordinary voice telephone services will remain monopolies in most countries until 1998 or later.

Air transport is being progressively liberalised. But national flag-carriers still typically monopolise take-off and landing slots at airports.

The view that even slow progress on curbing state aid and monopolies will enhance Europe's competitiveness is not necessarily accurate. Other regions of the world are also weaning their industries off subsidies and liberalising monopolies.

## 'National champions' become obsolete

Cross-border deals

By Geoffrey Owen

In 1987 two important structural changes took place in the UK motor industry - the formation of Ford of Europe, and the merger of Leyland and British Motor Holdings to create British Leyland. The first, uniting Ford's British and German subsidiaries, was designed to achieve Europe-wide economies of scale. The second was a national affair: it did nothing to remedy one of the industry's most serious competitive weaknesses: lack of marketing presence in continental Europe.

The subsequent 25 years have underlined the wisdom of Ford's approach and the sterility of the "national champion" strategy. As barriers to intra-European trade and investment have come down, companies in many industries have had to follow Ford's example; those that left the transition to Europe too late, such as most British Leyland companies, have paid the penalty in dwindling market share.

In the early 1970s, before and after the UK's accession to the Community, British companies were unfamiliar with continental systems and management practices, yet felt the need for a big leap forward to take advantage of the enlarged market. The result was a series of ill-judged mergers and joint ventures - the Dunlop-Pirelli partnership was an example - which failed to produce economies and led to some disillusionment with Europe. Today a European strategy is not an adventure; it is an accepted part of doing business.

As Ford recognised in the 1980s, integration came quickest in sectors like cars, where customer needs were sufficiently uniform to justify a continental approach to design and manufacture. This, in turn, has encouraged the leading component suppliers, such as Valeo in France, GKN and T&N in Britain, to build or acquire factories throughout Europe to serve vehicle assemblers. Pilkington's moves into Germany and more recently Italy are part of this trend.

Progress has been slower in traditionally protected sectors

Leading cross-border takeovers in Europe

Target	Country	Acquired by	Country	Price (\$bn)	Year
Essovier	Netherlands	Reed International	UK	9.27	1992-93
Midland Bank	UK	HSBC and Shanghai Bank	UK	7.37	1992
Groupes AG	Belgium	AMEV	Netherlands	4.55	1990
Powertree	UK	Nestlé	Switzerland	4.4	1988
Minol Mineral/Oilhandel	Germany	El/Thyssen/SB Kauf	France/Ger	3.74	1992
Plessey	UK	GEC Siemens	UK/Germany	3.24	1989
Source Parrier	France	Nestlé/Indosuez	Switz/France	2.71	1992
STC	UK	Northern Telecom	Canada	2.64	1990-91

like electric power and telecommunications. But even here nationally based procurement is giving way to open competition, providing a further stimulus to cross-border alliances, such as GEC-Alsthom and Siemens's stake in the British telecommunications equipment industry.

Nationalism, of course, is not dead, as is clear from the angry reaction in Britain to BMW's proposed takeover of Rover. No doubt the tendency for European countries to try to look after their own will persist. It was, after all, one of Germany's national champions, Siemens, which took over the loss-making Nixdorf computer group; one of Germany's largest lame ducks, AEG, went

to Daimler-Benz and not to Britain's GEC, which came close to buying parts of the business in the early 1980s. In steel, local political pressures still impede structural change, although another sector plagued by over-capacity, petrochemicals, has been reshaped through asset swaps and divestitures, many involving cross-border transactions.

No doubt, too, European mergers and acquisitions will continue to be complicated by differences in management style and shareholder expectations. But where the underlying commercial logic is sound, these cultural and organisational strains are usually manageable. How much further will European rationalisation

go? In the motor industry it seems unlikely the present structure, with six high-volume producers each holding about 11-15 per cent of the market, will survive the removal of restrictions on Japanese imports: the trend towards higher concentration, which has already eliminated most smaller players, will probably go further in the next decade.

But whether all Europe's manufacturing industries will move in an American direction is more doubtful. Even if all artificial barriers are dismantled, differences in consumer tastes between Italy and Britain will remain greater than, say, between California and New Jersey. Hotpoint, the British domestic appliance

maker, has been successful without embracing a fully European strategy: national markets can still provide the basis for healthy profits. Not all national markets will go regional, nor will all regional markets become global.

What matters is that strategies can now be based on normal commercial criteria, with fewer distortions arising from government intervention or conflicting national regulations. While European integration is not complete, the focus of management attention may be shifting. In some industries the ability to compete in the US and, perhaps more important, in the Asia-Pacific region is increasingly crucial to profitable growth. Companies such as Renault and Peugeot, whose business is based almost entirely on west Europe, could be vulnerable if they fail to break out of Europe. Just as the 1980s saw a shift from national champions, so in the 1990s being a Euro-champion may no longer be enough.

The author is a director of the Centre for Economic Performance of the London School of Economics

## Challenge from the periphery

Szentgotthard in western Hungary is a strategic crossing point for the flux of products, capital and ideas streaming across the widening European market.

This unprepossessing town close to the Austrian border was sealed off before 1989 by the cold war insignia of barbed wire and watch towers. Now it is a test-bed for western manufacturing techniques. In a \$250m plant in the shell of a communist-built farm equipment factory, General Motors has been assembling cars and engines since 1992.

GM has profited from a five-year tax holiday and a \$25m Hungarian investment grant. Other motor groups with footholds in Hungary include Suzuki, Ford and Audi. By setting new standards for low-cost production with up-to-date technology, such investments are helping spur the cross-border rationalisation and cost-cutting that are potent realities of the European market.

Mr Ernst Hofmann, the mustachioed 63-year-old managing director of General Motors Hungary, describes how GM has designated Szentgotthard-produced engines as a quality benchmark throughout the group. Mr Hofmann - a veteran production specialist from GM's Opel subsidiary in Germany - praises the "100 per cent flexibility" of his 480-strong Hungarian workforce. Productivity and quality are at least as high as in comparable west European plants, he says.

The Hungarian factory has a hearing on GM's larger plants in western Europe. "We are competition for decision-making in the west." At the equivalent of DM300 a month, workers at the factory earn one-eighth of the pay of those in GM's west German car plants. The GM assembly plant this year should produce about 11,000 Astra Opel hatchback cars and 140,000 engines.

CASE STUDY: GM

A Hungarian auto plant that sets quality standards for the west

David Marsh reports



assembled from knock-down kits from west Germany. Labour accounts for less than 10 per cent of total costs, with materials making up 80 per cent. The share of local Hungarian production is about 10 per cent. Mr Hofmann believes this could eventually rise to 30 per cent as Hungarian component producers increase production.

Last year, the plant exported 3,500 cars out of its 13,400 production - an uneconomic exercise at present, in view of the high cost of transporting components to Hungary. At least until 1996, the car plant is likely to operate at below its 15,000 per year capacity. By contrast, the engine plant is planned by end-1994 to be operating at full capacity of 200,000 engines per year.

By introducing an extra shift, Mr Hofmann reckons Szentgotthard's capacity could be doubled with little extra investment. The importance of this plant and others like it in eastern Europe is far greater than their small size. West European car-makers will have to fight hard to beat the east European challenge.

This is the eighth part of a 10-part series. Tomorrow: Ageing Europe. An 80-page paperback containing all the articles in this series will be available later this month, at a price of £20 per copy. Cheques should be made payable to Financial Times Ltd and sent to John White, Marketing Department, Financial Times, 1 Southwark Bridge, London SE1 9HL.

## Eastern springboard for western manufacturing

Investment in east

By David Marsh, Nicholas Denton and Patrick Blum

For companies doing business across Europe, the former members of the communist bloc have become vital elements in the international economic equation.

Since the Berlin Wall fell in late 1989, western companies have made about \$9bn of capital investments in Hungary, Poland, the Czech republic and Slovakia, the four most developed economies of central and eastern Europe. The OECD says the lion's share has gone to Hungary, with roughly \$5.5bn invested there so far. About 60 per cent of this invest-

ment has been geared to serving local markets, according to estimates by the European Bank for Reconstruction and Development. But large companies are increasingly using their eastern manufacturing bases as springboards for exports to the west.

For the moment, central and eastern European exports to the west are very limited. According to the latest data, for 1992, the four countries' sales to the EU made up only 1.4 per cent of EU members' overall imports.

Despite agreement last summer to improve eastern Europe's access to EU markets, exports are still being held up by barriers in areas such as steel, chemical and textiles. But in view of the region's low labour costs and increasingly modern production facilities, eastern Europe could

become an important source for the west of goods such as consumer products and manufacturing components.

Mr Niall Fitzgerald, director in charge of worldwide detergents operations at Unilever, the Anglo-Dutch consumer products group, points to the particular attractions of Poland - where the company is investing heavily in raising production of detergents and edible oils and fats. "With investment in new technology and relatively low labour costs, its industrial operations are potentially more competitive than those in the west." Unilever is starting to service the Czech and Slovak markets with Polish-made detergents, and eventually could sell to Russia and western Europe, he says.

But some plans to source foreign

markets from eastern Europe have soured. Volkswagen has cut planned investment in Czech carmaker Skoda from DM7.1bn to DM3.7bn. VW had wanted to sell a third of its production on the Czech and Slovak markets, a third to other eastern European countries, and a third to western Europe. But recession and protective tariffs in Poland have upset plans.

In Hungary, several companies aim to build up sales to western markets. In buying Hungarian light bulb producer Tungsram for \$550m, General Electric of the US acquired both a competitive production base and an established 7 per cent share of west European lighting sales. According to Mr Jack Welch, GE chairman: "In the European manufacturing sense, Hungary will be our principal base." GE

says wage costs in Hungary are only a third or a quarter of levels in the UK, where it is closing lighting plants.

Another company increasing Hungarian production is Oesterreichische Kabelwerke, an Austrian subsidiary of Germany's Siemens. After gaining a majority stake in Magyar Kabel Muvek, it plans to shift much of its cable production to Hungary.

Audi, part of VW, starts production of engine components this summer at its DM300m plant in north-west Hungary. All production is to be exported to the Audi assembly plant in Ingolstadt, Germany. Audi says Hungary had a 15 per cent cost advantage over other shortlisted sites in Austria and eastern Germany - an indication of the ground companies in the west must try to make up.



# THE MONDAY People page

## The making of a media mogul

**Bernard Simon meets David Radler, the deal-making partner and confidant of tycoon Conrad Black**

**A**ll Conrad Black's deals, from his first foray into newspapers in rural Quebec 25 years ago to his purchase last week of the Chicago Sun-Times, have had one thing in common. They would not have happened without David Radler.

Officially, Radler is president and chief operating officer of Hollinger, Black's Canadian holding company. In reality, he is Black's closest business confidant, his chief deal-maker and, when necessary, his hatchet man. He keeps a much lower profile than Black. However, Black, who spends most of his time these days in London, seldom makes an important move without consulting Radler in faraway Vancouver.

Radler sits on the boards of Hollinger's two flagship investments – the UK Telegraph group and Southern, Canada's biggest newspaper chain. It was Radler, not Black, who touched down in Chicago to announce Hollinger's investment in the Sun-Times, the US's ninth biggest newspaper, and it is Radler who will take over as chairman of the Sun-Times Company.

Adding to his clout, Radler has a minority stake in Raveston Corp, the private company which controls Hollinger. The only other sizeable Raveston shareholders are Black and Peter White, another long-time friend and business associate, whom Radler had met during a Quebec election campaign in the late 1980s. Radler was working for the finance minister, who had earlier been a waiter in Radler's father's restaurant.

With the Sun-Times investment, Hollinger's world is unfolding much as Radler predicted in 1992 when he and Black were unsuccessfully pursuing the New York Daily News.

The international media industry will centre on 15-20 heavyweights, he said at the time, "and we want to be one of

them. I wish we could determine where we're going to be, but we're going to be wherever the opportunities are."

Radler, 51, is almost the complete antithesis of Black. "Conrad and David have an ideal partnership," says Martin Maleska, a New York investment banker who advised Hollinger on the Sun-Times deal. "I find it amazing that they complement each other so well." Black, urbane and sociable, is a product of the stuffy Anglo-Canadian establishment, and is at home in the company of (preferably conservative) statesmen, aristocrats and intellectuals.

By contrast, Radler is a scrappy Jewish Montrealer, who won his business spurs in the family restaurant and his own shop selling native handicrafts at Expo 67 in Montreal. He moved to the west coast in the early 1970s when the three partners bought a small paper in Prince Rupert, British Columbia.

He still works from cramped offices in an unpretentious Vancouver residential neighbourhood, a sharp contrast to the opulence of Black's bases at Canary Wharf in London and the elegant turn-of-the-century post office which houses Hollinger's Toronto offices.

The two men work together more as partners than as chief executive and chief operating officer. Although they often disagree by phone, each has carved out a primary sphere of influence. Black concentrates on the Telegraph and on Fairfax Holdings, Australia's second-biggest newspaper chain of which the Telegraph has 24 per cent.

Radler spends most of his time looking after Hollinger's North American interests which, until the Sun-Times purchase, consisted mainly of about 300 small-town newspapers in the US and Canada, as well as the 8.3 per cent stake in Southern. He is also chairman of the Jerusalem Post, which Hollinger bought in 1988.

Radler's interest in newspapers was



Jeff Williamson

crossed in his boyhood by a Time magazine cover story on US publisher SI Newhouse. The cover showed newspaper going in one side of a machine and dollar bills coming out the other. "I said 'This can't be a bad business,'" Radler recalled.

His admirers praise him for his efficiency and tenacity. According to Maleska, "he has a very keen understanding of how businesses operate at the most mundane level". Others are less flattering, however. One long-time associate, who asked not to be identified, described Radler as "difficult". Even Black, in his recently-published autobiography, mentioned his friend's "fanatical determination".

In particular, Radler has a reputation as a fearless cost-cutter. Black recalls in his book that when a reporter at the Sherbrooke Record in Quebec, their first newspaper, marched into Radler's office to present a petition of grievances, Radler deducted two cents from the man's weekly pay cheque for wasting a sheet of paper.

"I don't think I'm any worse or any better than anyone else in the business," Radler says. "If I can see that an operation can be run by two people, and we have six, I want it run by two."

Radler has applied this philosophy to justify the relatively high prices which Hollinger has paid over the past eight years for many of its 280 rural US papers, most of them formerly family-owned. As a result, many papers in neighbouring towns now share printing

presses, advertising departments and even news-gathering resources.

The \$180m Sun-Times deal is in a different league. The purchase fulfils Black's and Radler's ambition to add a North American metropolitan paper to their stable. Radler says that he and Black first looked at the Chicago paper more than two and a half years. The Sun-Times, which has a daily circulation of 535,000 and Sunday sales of about \$24,000, propels Hollinger into the top ten US newspaper publishers.

Although the Sun-Times plays second fiddle to the Chicago Tribune, Radler says it is profitable and "has loyal readers and advertisers". The tabloid is best-known for its fearless coverage of Chicago's rambunctious political scene.

True to form, Radler insists that there is "a potential for improving operating margins" at the Sun-Times – in particular, Hollinger plans to modernise its technology. The paper's previous owners, comprising institutional investors and senior newspaper publishers, have been hobbled by the heavy debt-service burden incurred through a leveraged buy-out from Rupert Murdoch in 1989.

The Sun-Times' 1,550 employees may get an early taste of the Radler style. The paper's labour contracts come up for renewal later this year. Radler says: "They've absolutely nothing to fear. I'm not going to set a new policy because we're in control." But it would be out of character if he did not push hard for concessions. As he says: "We'll seek a better deal for management, and labour will do the same for themselves".

## Personae...

### Libyan Saudi resigns in Bahrain

Arab Banking Corporation is sifting with some urgency through possible candidates to assume the presidency of the Bahrain-based bank after the resignation of Abdullah Saudi, writes Mark Nicholson.

In a statement, ABC said Saudi was leaving "owing to extenuating circumstances" and that his departure was "necessary to protect shareholders' interests and safeguard the bank's future". All of which is apparently code for Saudi's chief problem: his Libyan nationality.

Senior bankers in Kuwait say the primary reason for Saudi's departure is that his Libyan nationality had led to fears among ABC's chief shareholders – notably the United Arab Emirates and Kuwait which, with Libya, hold about a quarter of the bank each – that the US might decide to freeze the bank's assets under sanctions against Libya for its alleged role in the Lockerbie bombing in 1988.

In February, a two-month freeze of the assets in the US of Arab Financial Services, a Bahrain-based credit card and travellers cheque company which Saudi (right) also chairs, was lifted only after intensive lobbying by the Bahraini authorities.

ABC apparently felt Saudi should step aside to avoid any further such problems. He will do so after May 1 and Gulf bankers say it could be as big a blow to ABC as to Saudi himself – though he could not be reached to comment on his future.

Saudi was ABC's founding president in 1980 and has crafted it ever since – raising it from a straightforward Bahraini Banking Unit in Bahrain to an international group embracing operations in Hong Kong, Spain, London and, increasingly, across the Arab World. His retail banking experience in Spain led him to acquire Banco Atlantico, the Spanish retailer.

For now, Khalifa al-Muhamair, an ABC board member, will chair a committee to take over the running of the bank until a permanent replacement for Saudi is found. Well informed



gossips in Kuwait say Abdulla al-Qabandi, former head of the Kuwait Investment Authority, is among the favourites.

### Yassukovich picks up from Cragnotti

Stanislas Yassukovich, once upon a time a big name in the Euromarkets, has become chairman of a new trading vehicle, Park Place Capital, formed via a management buy-out of Cominvest UK from the Cragnotti & Partners Capital Investment Group, writes Katharine Campbell.

Cragnotti has decided to withdraw from financial services, and the formation of Park Place Capital represents the first in a series of disposals.

Yassukovich's involvement with Sergio Cragnotti has been nothing if not eventful. The Italian financier brought in Yassukovich in 1991 to run the London end of his newly created Cragnotti & Partners Capital Investment Group. A former chairman of the Securities Association, Yassukovich was supposed to lead the venture's credibility.

The original idea of drumming up cross-border M&A business quickly fell through. "Cragnotti was such an active acquirer of businesses on its own behalf that it produced too many conflicts to have a parallel agency operation," Yassukovich explains.

Called a merchant bank in Italy, Cragnotti's *raison d'être* is the acquisition and development of consumer product companies.

The M&A business gone, that left, in London, an arbitrage team, hired from Banque Nationale de Paris, which has, according to Yassukovich, done well.

Essentially a "very equity-oriented" hedge fund, it focuses on the Continent. But then came Cragnotti's own problems towards the end of last year. A former Ferruzzi

executive, he gave himself up to police in Italy for questioning at around the same time as he came to a settlement regarding allegations of violations of Canadian securities law. This "accelerated the group's decision to pull out of financial services" is how Yassukovich puts it.

Yassukovich, 59, remains vice-chairman of the Cragnotti group – but why, particularly seeing he is not exactly short of directors' fees? He sits, in various capacities, on at least ten other boards.

"I have no doubts about [Cragnotti's] integrity; he is a very skilled industrialist. Unless you are Italian, it is very difficult to follow the incredible complexities of what is going on in that country," says Yassukovich. "I'm also a very loyal chap," he adds, almost as an afterthought.

### Double act of Japan's UK diplomats

A formidable diplomatic double act is about to take the centre stage at Japan's UK embassy, writes William Dawkins.

Hiroaki Fujii, 60, will take over as the new ambassador on March 17, joined by his long-standing junior colleague, Sadaaki Numata, as minister plenipotentiary, the embassy's number two, 51 on that day.

The pair have shared offices on and off several times since 1975, when Fujii became Numata's boss at the foreign ministry's north American division. They were together in the late 1970s in Japan's Washington embassy and then turned up again back in Tokyo's north American division in the mid-1980s.

Fujii later became ambassador to Thailand, his most recent job. The new ambassador has never lived in London, so he will be a newcomer to his posting – similarly, his friend Sir John Boyd, Britain's ambassador to Japan since mid-1992, had also never lived in Tokyo.

However, Fujii will not be completely in the fog in London, since Numata is a self-confessed Anglophile. Oxford-educated, he worked in the UK embassy for two years in the late 1960s. A useful skill is his ability to put some of the finer nuances of Japan's foreign policy into plain English.

## MANAGEMENT

**Richard Donkin finds a local council inspired by the private sector**

### Town hall basics

**T**he announcement 10 years ago that Courtauld's was closing its Braintree textile operations came as a bitter blow to local people. The problem was not just the disappearance of the Essex town's largest employer, leaving 5,000 workers on the dole. The prospect of them finding new jobs was also severely limited by the then concentration of government aid packages on apparently more deserving regions such as the Midlands and the North.

That crisis, however, proved to be the early inspiration for a management revolution at the local council which has since become a model for other local authorities in the UK.

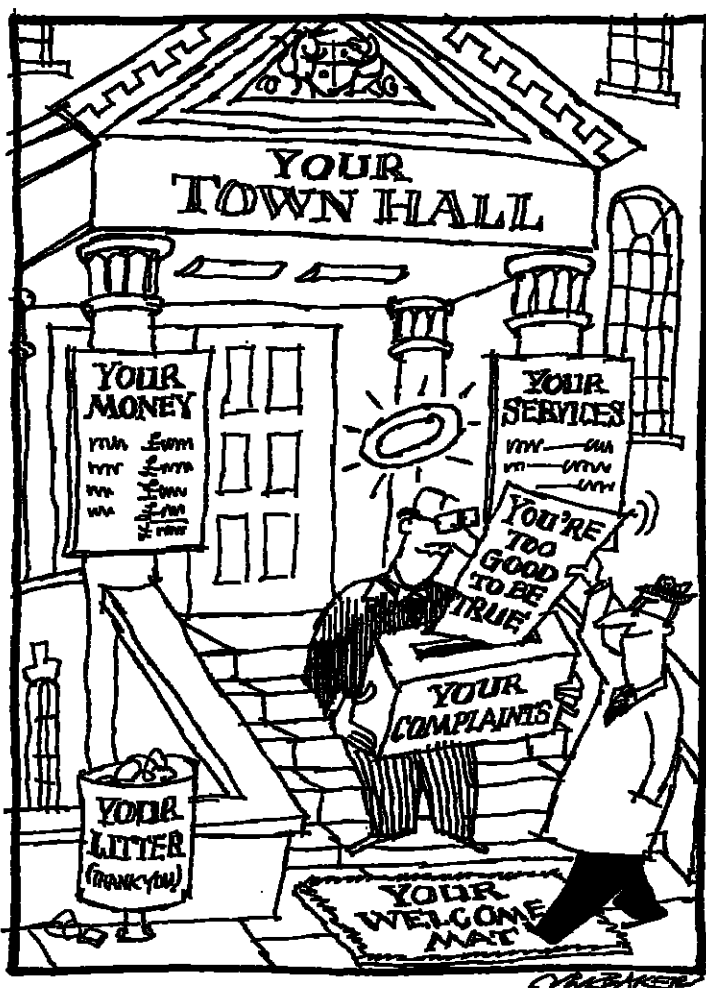
The then newly appointed chief executive of Braintree District Council, Charles Currell, decided that to attract investment the authority would have to concentrate on customer service. As the current assistant chief executive Robert Atkins explains today: "You don't know when meeting a person at reception whether they will be complaining about their washing or whether they might have 2,000 jobs in their pocket."

Since setting off down this path in the mid-1980s, Braintree has developed a corporate culture drawn from best practice in the private sector which appears to permeate every part of its organisation. As such it belies the still potent image of UK local government firmly rooted in the bureaucratic town hall atmosphere of post-war Britain when gentlemen with waist coats and fob watches inspected holes in the road and had a form for everything.

On the surface, Braintree (population 120,000) appears to have a council not much different from others with modern, brick-built administrative offices at the edge of a tidy Essex town. It is the behaviour of the staff – and the way they deal with people – which has encouraged a steady stream of public-sector managers to beat a path to Braintree's door.

"Like many authorities if we had any terminology for the people we served it was ratepayers, residents, clients," says Annie Ralph, the current chief executive. "Now we have customers and what they think and say is paramount," she adds.

People are not only referred to as customers; they are encouraged to complain and told how to complain if they feel services fall below par. The complaints service, which includes a review procedure, is com-



prehensive and allows the involvement of chief officers and councillors.

Staff are trained how to deal with people and how to respond to telephone calls, while concepts such as quality assurance have been taken to heart. All 70 services in the authority have been accredited to the British Standard 5750 on quality.

Reading the mission statement and the set of core values, emblazoned like commandments on almost every wall of the headquarters, there is a suspicion that Braintree has had an attack of corporate jargon, an urge to run local services like a McDonald's hamburger bar.

But, while its culture does borrow ideas such as TQM and draws on practices developed by organisations such as Marks and Spencer, the authority has attempted to be

pragmatic in its application of management and personnel practices.

When it decided to look at car parking arrangements, for example, it asked local residents what sort of car park they wanted. They said they wanted a hut with an attendant so they got one," says Atkins.

Services, meanwhile, are backed by undertakings. The guarantee on emptying dustbins includes a promise to come back and collect rubbish from a missed bin the same day if the council is contacted by noon or the next working day if the call is in the afternoon. "We know we can meet such a promise because research has shown us we are likely to miss no more than 200 bins from the 47,500 pick-ups," explains Atkins.

One of the biggest impacts has been in industrial relations which has all the appearance of a rare

union and management love-in. John Reeve, the GMB, general union convenor, said: "I was a shop steward for about 18 years and probably one of the most militant people here. I think it was the authority that made me militant because they didn't understand us."

Today, by contrast, his union file is empty and meetings are overdue. "There hasn't been anything to discuss," he is honest," he said.

An important catalyst, he believes, was the introduction of compulsory competitive tendering five years ago. "We were already working towards a better understanding but I think the realisation that both staff and management needed each other or both would be out of work, was a strong influence."

Customer orientation, however, has been at the centre of the changes. In addition to the framing of five core values, the authority decided to invest heavily in staff training, devoting a higher than average percentage of the payroll. It harmonised the workforce – at a cost of £25,000 – so that all staff were given the same terms and conditions.

Political stability in the administration has enabled policies to be introduced with all-party support. The council has been continually hung for the past 10 years.

Wider recognition of its achievements came last year when Braintree was nominated as UK representative for the Carl Bertelsmann Prize, a German-based international award for good management in public services. The 1993 prize, focused on public efficiency and democracy in local government, was shared by Phoenix, Arizona and Christchurch, New Zealand, with Braintree among the runners up.

"The council managed to effect a close working relationship between elected members and officials without in any way subverting the political control of the authority," Michael Clark, former chief executive of the local government management board and a member of the nominating panel, says.

"The basic theme of what it's about has percolated down through the institution and into the community at large. People have respect for it. Despite the high-flown stuff they have actually managed to keep their eye on the basics and they do the basics very well."

## It doesn't have to end in tears

**Japanese alliances are about more than just business. Michiyo Nakamoto and Christopher Lorenz explain**

**J**apanese industry reacted with disbelief when the news broke a month ago that Germany's BMW had stolen Rover, the last British-owned car maker of any size, from under the nose of its long-standing partner, Honda. How could a western ally be so unreliable? How could Rover – and especially its perfidious parent, British Aerospace – fail so blatantly to respect the Japanese commitment to long-term relationships? Did they not realise that the affair would damage other Anglo-Japanese business links?

It has since become evident that Honda will be harmed less severely than was at first feared. As the dust settles, the Japanese business community is starting to reflect more calmly on the significance of the affair for other alliances.

People are now more prepared to raise questions on several counts: whether Honda was sensible to follow with Rover a strategy of "control without takeover" which has been common for decades within Japan; whether the company should have had a better-prepared "exit strategy" in case the Rover alliance broke down, either suddenly or gradually; whether the Japanese really do always believe that such relationships should be long-term; and whether, paradoxically, alliances involving equity participation are less likely to last than weaker types of link.

Corporate collaboration is not taken lightly in Japan. When two companies overcome their mutual apprehension and decide to do a deal, it is often expected to be a long-term affair that involves more than cold-blooded business decisions.

As such, Japanese companies will frequently find value in an alliance that is not obvious from a purely business point of view. Even if there are no immediate advantages in a particular link, they are often quite happy to make it as a symbolic gesture or for some vague future benefit.

NEC, for example, says its stake in Bull, the loss-making French computer company, offers benefits

in its computers and telecommunications businesses and an entry into the French market. But the company, which recently invested a further ¥7bn (£44.58m) to maintain its stake at 4.43 per cent although IBM refused to do likewise, says there were also "some emotional reasons" behind that decision. These include the need to help a partner in trouble.

This does not mean that Japanese companies expect alliances to last forever. They are not averse to ending one that has outlived its usefulness. "When the mutual benefit disappears," says one manager at a Japanese electronics company, "then in principle, the relationship should be terminated."

**If you are going to tie up with another company, there is always the risk that what you put in will be wasted**

It is therefore seen as general practice – in Japan as in the west – to have a pre-planned exit strategy in any kind of alliance, whether it be a joint venture or one involving equity participation. "When the stake involved is less than 50 per cent, we will include an exit strategy [in the contract]," says Koichiro Yasuda, manager of the corporate advisory division of the Long-Term Credit Bank of Japan, which consults for many of its corporate clients.

"If you are going to tie up with another company, there is always the risk that what you put in will be wasted," he notes.

It is unclear whether Honda had a prepared exit strategy. But the aspect of British Aerospace's action over Rover which most unsettled Japanese minds was that it chose BMW, a new suitor, over a long-term partner simply because the German company made a better financial offer.

"There are hardly any cases in Japan of owners cashing out,

so the main point for both sides is whether the two companies can be integrated," Yasuda points out. "Price is a secondary consideration."

That sensitivity towards cultural integration plays an important part in Japanese thinking on acquisitions, whether they are cross-border or otherwise. Fast experience of takeover problems, plus their current shortage of funds, has turned Japanese companies increasingly to strategic alliances as a means of getting what they want from another company.

This preference is likely to grow. As industries become more global, it is important but virtually impossible for one company to have a full presence in all the important geographic regions, says Yasuda Toshiyuki, general manager of the business strategy department at Mitsubishi Research Institute.

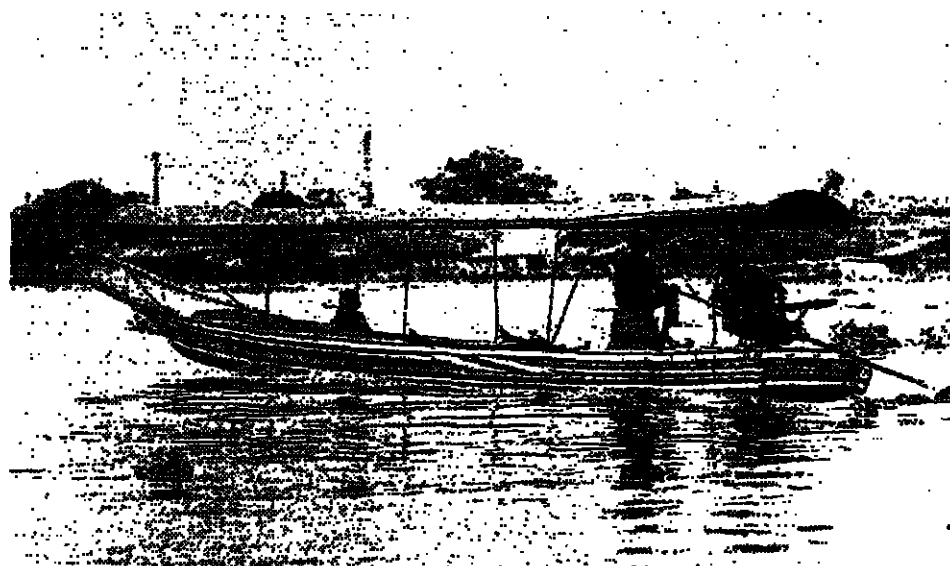
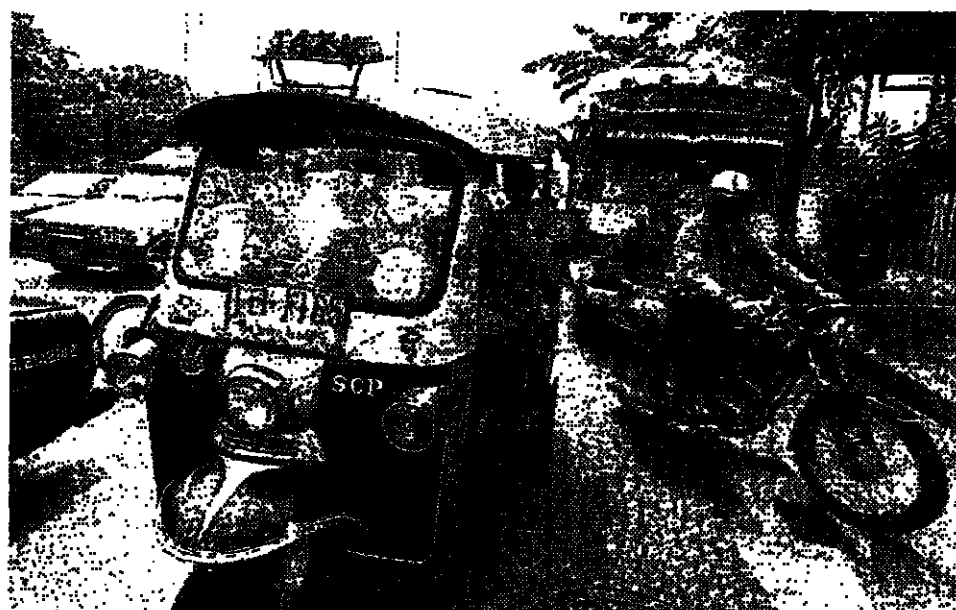
At the same time, many companies are finding that the most effective, and least troublesome, strategic relationships are narrowly defined. "Alliances will from now on be on a smaller, more focused basis," Toshiyuki asserts. "They will be looser, more like networks." Such relationships also make for an easier exit.

When a Japanese company does take a stake in its western partner, it faces a choice over how to operate. The traditional way is described by James Abbeleg, an American consultant who has worked in Japan for 40 years, as "takeover without takeover": the stronger company takes the lead, and the weaker becomes, in effect, its dependent supplier. Abbeleg says this is how Honda was starting to treat Rover.

One top Japanese manager with considerable experience of dealing with western companies describes this as an "old-style" way of seeing an alliance, and not a model of how to give it long life; he calls it "fundamentally flawed". He sees Fujitsu's handling of its UK computer subsidiary, ICL, as more enlightened, and more of a partnership.



## BUSINESS TRAVEL



Thai transport includes the three-wheeled tuk-tuk and motorcycle taxi (left), and the canal boat

## TRAVEL UPDATE

## Another Italian shake-up

Italy's state-run railways have set out to attract commuters and other frequent users with a shake-up in the ticket system, writes John Simkins in Milan.

The effect of the regulations, which came into force on March 1, is that travellers who buy nine consecutive monthly passes for journeys up to 250km will receive a further three free of charge. If the traveller makes a one-off payment for the nine passes, four more are gratis.

The innovation comes alongside a 3 per cent average increase in prices which still leaves Italian fares well below the average European level. A railways spokeswoman said that measures to reward customer loyalty were aimed at increasing the railways' share of traffic from the present 12 per cent to 20 per cent within the next few years. She said that a bigger increase in fares was unlikely until there was a widespread network of high-speed trains. Currently high-speed trains run only between Rome and Florence.

Under the new ticketing system, return tickets have been scrapped. Books of tickets are now available, giving a 10 per cent reduction for at least four journeys of more than 70km to any destination, and a 20 per cent reduction for journeys exceeding 350km. Discounts on return tickets have also been scrapped. Books of tickets are now available, giving a 10 per cent reduction for at least four journeys during one month of more than 70km to any destination, and a 20 per cent cut for journeys longer than 350km.

## Egyptian fear

Extremists are continuing their campaign of violence, mainly in the area of Assiut in Upper Egypt, but also in Cairo and occasionally elsewhere. In February, they explicitly threatened to attack tourism, foreign investments and banks. There have been several attacks on tourist targets. Over the past two years, terrorist attacks have caused the deaths of seven foreigners.

The authorities are giving the highest priority to protecting visitors: more than 250,000 Britons visited Egypt in 1993 without experiencing any security difficulty. But complete security cannot be guaranteed and further incidents are to be expected. Visitors should not travel to or through the Assiut area. They should be vigilant and are reminded to behave and dress discreetly.

## Vat reclaims

European Union governments are holding on to billions of pounds of unclaimed value added tax refunds because bureaucratic obstacles deter UK businesses from claiming them, according to a City-based consultancy set up to process claims. The European VAT reclaim bureau says about 25 per cent of most business travel budgets could be reclaimed by the June 30 deadline.

## Massage class

Japan Airlines' new automatic massage seat will be installed in the first-class cabins of four of the carrier's B747-400 aircraft from April. One JAL Sky Massage seat will be available in each first-class cabin on flights to Tokyo from London and New York.

Developed by JAL in co-operation with the Marutaka, a Japanese medical equipment manufacturer, and Koito Kogyo, a Japanese seat manufacturer, the new Sky Massage seat can provide three different styles of massage. First-class passengers may use the Sky Massage seat free of charge for each 15-minute programme or they may programme their own customised course. The seat cannot be used at take-off, landing or during meal service.

## Track through the traffic

Victor Mallet explains how to get around and do deals in Bangkok

In any other city, the sight of a sweating businessman in a pinstriped suit perched on the pillion seat of a small, noisy motorcycle, clutching his briefcase and mobile telephone while the driver weaves between lines of cars and buses, might be considered unusual.

Not so in Bangkok, where the notorious traffic congestion has made the lethal motorcycle taxi a routine form of commuter transport for secretaries, government officials and foreigners alike.

Traffic jams inevitably feature in any assessment of the problems confronting visitors to the Thai capital, but it is worth putting Bangkok's bad reputation in perspective.

For a start, it is a big city, comparable in size with London, and is home to several times the population of Kuala Lumpur or Singapore. Nor is it the only Asian metropolis with traffic problems: Manila, Jakarta and even Kuala Lumpur are also suffering from the surge in car ownership that accompanies economic growth. Occasional floods in the June-October rainy season can cause city-wide gridlocks lasting several hours, but few journeys within Bangkok during the daytime should take more than an hour. Here are some tips on how to beat the traffic:

- Be flexible about your means of transport. A taxi is often the best solution, but it might be quicker to get out and walk 200 yards than to wait for the taxi to crawl round a one-way street system for half an hour to drop you at the door.

Occasionally, you will find it quicker to go between two points by river taxi or canal boat, but make sure you know where you are going, because few of the operators speak English.

My own view is that motorcycle taxis should be a last resort when you are late for an appointment with the prime minister. Otherwise, they are for the brave and those who do not mind being asphyxiated by exhaust fumes.

For foreigners, the three-wheel tuk-tuk is usually as expensive as a taxi, and much less comfortable. There is no metropolitan railway system. From the airport to town, most international business travellers take the Thai Airways limousines for 500 baht (£13.30).

- Be certain about your destination. Thai street addresses can be baffling, so your contact will often send you a map by fax with the name of the place written in Thai; such maps should be shown to the driver.

Taxis with meters are now cheap and easily found. But if you can afford it, a chauffeured car from your hotel is even better; the driver is more likely to be familiar with your destination and to speak some English.

- Choose a hotel near to where your meetings are to be held. Instead of a single city centre, Bangkok has several

business districts and another area embracing most of the government ministries.

- Take your work with you in the car, or a newspaper or book to while away the time. If possible take a mobile telephone as well (a hotel limousine may provide this), so that you can contact people if you are going to be late.

Having reached your meeting, you now have to do your business - interesting and potentially profitable, but not always easy.

Unless you are a fluent Thai speaker, it is essential that you have a first-class interpreter. Some senior Thai government officials and business executives speak excellent English, but English is inevitably much less widespread than in former British or American colonies such as Singapore and the Philippines.

One example of the pitfalls involved in undertaking large projects in Thailand is the so-called Second Stage Expressway, a \$1bn elevated toll road built by a consortium led by Kumagai Gumi of Japan. KG and some of the foreign banks that helped finance the deal believe the Thai government has flouted the contract and effectively nationalised the road. They are now trying to get their money back and extricate themselves from the project.

Part of the dispute centres on the wording of the contract. One weary foreign businessman once told me that a signed contract in Thailand was regarded as no more than a starting point for further negotiations, but do not believe everything you hear about the Asian way of doing business. (In the provinces it is not unusual for Thai tycoons to be gunned down by hit-men on the orders of their rivals.)

Be direct in your letters and discussions, explaining what you have to offer and what you want from the other party, but do not expect an immediate yes-or-no response. In a country where the economy is growing at about 8 per cent a year, your contacts, whether from the public or private sector, are likely to be busy.

Office meetings tend to be formal. Suits and ties are worn; such clothes are extraordinarily unsuitable for the steamy Bangkok climate, but local businessmen move from air-conditioned house to air-conditioned Mercedes to air-conditioned office and rarely breathe the hot, poisonous air outside.

Any good guide book will give you advice on how to be polite in Thailand, although one foreign businessman, asked about business etiquette,

pointed at his cheque book and said: "It's usually made out to cash." Matters of bribery and corruption - sorry, consultancy fees and special payments - for everything, from customs clearance to winning contracts, are best handled by your local partners.

For all its pollution and physical ugliness, Bangkok's saving grace is that it is a lively, cosmopolitan city. Hotels and restaurants are excellent, and you can enjoy a

## Likely weather in the leading business centres

	Mon	Tue	Wed	Thur	Fri
Tokyo	14	19	19	13	13
Hong Kong	27	27	25	25	26
London	15	15	14	10	10
Frankfurt	13	14	15	13	10
New York	8	7	3	1	-3
L. Angeles	19	21	22	22	21
Milan	16	18	17	17	16
Paris	13	15	16	14	12
Zurich	12	14	16	15	12

Maximum temperatures in Celsius  
Information supplied by Meteo Consult of the Netherlands

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Architecture/Colin Amery

## Essence of domesticity

Looking at architecture today, the most satisfactory new buildings are those that achieve a symbiosis between contemporary innovation and tradition. It was probably always that way. When Michelangelo converted the buildings on the Campidoglio in Rome, he was bringing an innovative classicism to a traditional civic space. There are some architects who can do this today, but they are few and far between and often the object of ridicule from a dogmatic profession that only wants to promote hard-line modernism.

It is worth looking back to the recent past when there were many architects, working in and around the arts and crafts movement, who successfully and enjoyably combined a sense of tradition with inventiveness. One of the very best, and one who has been somewhat neglected by critics and scholars, is Charles Voysey. Known as C.F.A. Voysey (1857-1941), he designed interiors and furniture as

*Voysey's designs in many ways make him a man for the 1990s*

well as buildings and his work is the subject of an important small exhibition at the Design Museum.

Anyone who has worked with an architect in domestic settings knows how rare it is to find one interested in furniture or accomplished in the field of interior design. The rise of the professional decorator in this century has been helped to no small degree by the contempt so many architects have shown to colour, decoration and interior design.

Voysey's exceptional vision of the composite whole has never had quite the recognition given to designers like Pugin, Morris and Mackintosh. This exhibition is a success for two reasons. It is small and well chosen and it is as much about the man as his work.

Voysey's life was unconventional. His clergyman father was dismissed from the Anglican church for teaching questionable doctrine and went on to set up his own Theistic Church, which developed a substantial middle class following. Charles Voysey, in his work and in his private life, inherited his father's strong sense of individuality. He was no follower and his very best works - the series of important houses built mainly in the 1880s - still appear today as highly original and immediately recognisable as "pure Voysey".

His style achieved an essence of domesticity that influenced the devel-

opment of English house design at all levels. Because he believed that art affected all aspects of life he developed a belief in simplicity of design and a limited palette of materials that brought a huge draught of air into the stuffiness of Victorian England. His work is undoubtedly revolutionary - unpainted oak, whitewash, brass fittings, and a decorative treatment of materials and wallpaper that is almost innocent in its naive contrivance.

To have lived in one of Voysey's houses like Broadleys on Lake Windermere in the Lake District or in The Orchard, Chorley Wood must have been like sleeping every night in fresh linen sheets. The sense of light, cleanliness and uncluttered life is truly refreshing to body and soul. But Voysey was not without fantasy or sentiment as his designs for furniture, materials and silverware clearly show. The painted clock with its domed top, (you can buy a replica at the Design Museum), is itself a microcosm of Voysey's clean world where birds sing all day and there is an unreal sense of purity.

By all accounts Voysey was not an easy man to work with and his rigidity of character lost him many friends. But he is one of those architects and designers that has to be taken on his own terms. He offers a tough but brilliant vision.

Everything he designed, and take a close look at the circular silver toast rack in the exhibition, is thought through from the inside out. That is what makes good design. This approach, combined with an understanding of the vernacular and the landscape, where he carefully placed his houses, produced a sense of simple elegance and progressive creation that is full of valuable lessons for us today. He was also economical.

By paring things down to a minimum and, for example, not polishing oak or brass, he made his houses look entirely natural with no sense of the extravagant. In many ways he is a man for the 1990s - his sense of the calm home is what we need in an economic climate that has made us value our houses as homes and not just as inflationary investments. A visit to "Heart and Home" is both timely and aesthetically instructive.

As Sir Edwin Lutyens said of him: "No detail was too small for Voysey's volatile brain, and it was not so much his originality, though original he was, as his consistency which proved such a source of delight."

C.F.A. Voysey: Heart and Home, until April 24 at the Design Museum, Shed Thames, London, SE1 (071-407-6261). Sponsored by British Home Stores.



Charles Voysey (inset) breathed air into the stuffiness of Victorian England: his house Broadleys on Lake Windermere reflects his belief in simplicity of design

Opera/Richard Fairman

## Tenderness on a dark road

On Friday, for his 65th birthday, Bernard Haitink spent the evening conducting a new production of *Káťa Kabanová* at his artistic home, the Royal Opera. For several reasons it was an inspired choice, not least because Janáček himself was the same age in 1920, when he started work on what was arguably to be his greatest operatic achievement.

In this short opera he distilled a life's understanding of men and women - especially women. By and large the female sex has not been a central interest of the major 20th-century opera composers and even Strauss with his colourful gallery of female portraits generally sees women from the male point of view. Janáček is the exception: even as he was composing *Káťa Kabanová* he noted that people accused him of writing nothing but "female operas".

Of all his heroines, none calls for our sympathy more poignantly than poor, adulterous Káťa. A dreamer desperate to escape an unsatisfactory marriage, she finds herself at first trapped, then vilified and finally outcast by a closed, rural community that is not prepared to understand or forgive. No woman is better drawn in modern opera and it is the job of the producer to put her case across.

A good pointer to a production's intentions is how it relates Káťa to the countryside around her on the banks of the Volga. In Scottish Opera's recent production it became a wintry landscape in front of a cyclorama of drifting clouds; in Vienna in the 1970s it was a flat marshland, featureless, unending. For the Royal Opera's production, designed by Maria Björnson, Trevor Nunn has tried something different: a long, dark road that swirls down into a bottomless gloom.

It is never quite clear whether Nunn intends this to be a naturalistic view of the opera or one that is symbolic. His picture of peasant life in the backwaters of 19th-century Russia features real horses pulling carts and real rain pouring down in the thunderstorm, yet the winding road remains an ominous presence throughout. There are no indoor scenes at all, not even the family home to act as Káťa's prison.

The visual prospect may sound bleak, but it is warmed

by the human qualities of the characters as Nunn sees them. When Káťa stands in the centre of his vortex of a set, she looks a helpless young soul, unable to resist the forces dragging her down. Elena Prokina plays her simply and naturally. There is not much sense of the frustration ready to explode from within, but Prokina is very affecting and sings the music extremely well.

In this production no caricatures are allowed. Eva Randová barely hints that Kabanicha can be a dragon of a mother-in-law. She underplays the role, doing it the hard way, and shows how devastating a subtle exterior to this tyrant of a woman can be. It is a shame that her scene with Gwynne Howell's shambling Dikoy (a relationship that often rabbits of masochism) goes for so little. The lack of an interior is a drawback there, as elsewhere.

*For Káťa to be caught between two weak men makes her tragedy the more poignant*

Kim Begley's put-upon husband seemed stronger than usual, not a whining ninny; Keith Olsen's Boris, cleanly and confidently sung, was conversely a frightened rabbit before the lovers' tryst. For Káťa to be caught between two weak men only makes her tragedy the more poignant. Monica Groop's Varvara and Christopher Ventris's burly Kudrjás were an unaffected couple, not coy as can happen.

At Glyndebourne a couple of years back the opera worked at a high level of intensity. Haitink's Janáček is not like that. He takes his time, making sure that the orchestra is kept low so that the singers can play in an atmosphere of quiet, conversational intimacy. In the end there is not enough tension, but for its infinite tenderness and human sympathy Haitink's performance could hardly be more moving. In that respect the 65-year-old Janáček has found a meeting of minds.

Sponsored by The Friends of Covent Garden and the Royal Opera Trust. Performances continue until March 25.

Sponsorship/Antony Thorncroft

## Starting a search for positive returns

Arts sponsorship was late into the recession and seems to be late coming out of it. The growth in expenditure in the early 1990s created the illusion that companies were so in thrall to the arts that there would be no downturn. It has now arrived, especially in London and the south-east. The main casualties are corporate membership schemes: companies that habitually signed up as friends of the Tate, the Royal Academy, Covent Garden, the Royal Shakespeare Company, Glyndebourne and so on are now selective, hitting the income of arts organisations hard.

Also patronage is out; demonstrative advantage in. New sponsors tend to be hard-nosed and practical, seeking a positive return. Often they are keen to use the arts to boost contacts, as the following sponsorships suggest.

The arts event of the year to date has undoubtedly been the Picasso

exhibition at the Tate Gallery. It is clocking up around 4,000 visitors a day and is on target to be the most popular show ever held there.

This is good news for Ernst & Young, the consultancy firm, which snatched the sponsorship from under the noses of Toshiba and a Spanish bank. It is Ernst & Young's first major involvement in the arts and it is paying a hefty price - approaching £300,000 down, and a further £200,000 or so in marketing and hospitality.

A recent arrival among the larger consultancy firms, Ernst & Young decided arts sponsorship matched its potential client profile and thought the Picasso exhibition had

an appropriate ambience, familiar but slightly avant-garde.

It has three targets. It wants to entertain, and is holding an incredible 30 evening receptions at the show; it wants to build up loyalty among its own staff of 7,000, who get free tickets; and it wants to raise its profile.

One bonus is that the BBC is also backing the show, with 13 programmes devoted to Picasso: Ernst & Young gets a mention in ten of them. First indications are that the 400 partners who ultimately fund the sponsorship through their earnings will be happy enough to stick with the arts.

Another new sponsor evaluating its

involvement is Capital House, the investment management subsidiary of the Royal Bank of Scotland, which has backed the current exhibition of drawings by Holbein from the Royal Collection at the National Portrait Gallery.

Capital House has a narrow target audience and John Ellwood, the company's corporate affairs director, saw corporate advertising and sports sponsorship as expensive and wasteful. Music had appeal, but art seemed to offer the best environment to get the Capital House message across.

Based in Edinburgh with a budget of £100,000, Ellwood first approached the Scottish Arts Council but received no joy. He had

never heard of ABSA in Scotland. Finally he rang the National Galleries of Scotland and discovered the gallery wanted to put on a show to commemorate the 450th anniversary of Holbein's death. The Fitzwilliam in Cambridge and the NPG were keen to take the drawings.

Capital House money made it possible, in return for the usual perks: company name on the catalogue and publicity material, plus private views and corporate entertainment.

As a first-time sponsor Capital House qualified for a £25,000 sweetener under the Business Sponsorship Incentive Scheme; but company costs rose again to £100,000 when the champagne for the hospitality evenings was included. But

the final amount contrasts favourably with the cost of media advertising, and Ellwood believes the company profile has been raised.

The Edinburgh Festival goes from strength to strength. It has just raised £1m in sponsorship for the 1994 Festival, a 15 per cent increase over last year. With the Festival Theatre coming into operation, raising the seat capacity by 25 per cent, it was essential to reach the £1m target.

New sponsors include Scottish Widows and two firms of solicitors, Fyfe Ireland and MacLay Murray & Spens, while there was increased funding from Royal Bank of Scotland, Bank of Scotland, Famous

Grouse, IBM and Scottish & Newcastle. The sponsorship money will be more important than ever if Edinburgh Council cuts back on its grant, as seems possible.

Swiss-based Alexandra Trading and Investment is using the arts to ease its way into the UK market. It has invested over £50,000 in the two concerts given by Kiril Te Kanawa at the Hampton Court Festival and will use them to entertain prospective clients.

The Prudential is changing its arts awards, the most generous in the UK with £100,000 for the winning arts company. It has responded to criticism that too much money went on the gala dinner and has switched the next ceremony, in January 1995, to the National Theatre. The budget remains £800,000 and the money saved has been devoted to a new prize-winning category: film.

## INTERNATIONAL ARTS GUIDE

### BERLIN

**OPERA/DANCE**  
Staatsoper unter den Linden  
Daniel Barenboim conducts Harry Kupfer's production of *Die Walküre* on Wed and Sun, with cast headed by Deborah Polaski, Nancy Gustafson, Siegfried Jerusalem and Falk Struckmann. Repertory also includes *Tosca* with Suzanne Murphy and Greta Winbergh (200 4762/035 4494).

**CONCERTS**  
Schauspielhaus Vladimir Ashkenazy conducts Berlin Radio Symphony Orchestra in tonight's programme of symphonies by Schumann and Dvorak. On Wed, Warsaw National Philharmonic Orchestra plays works by Brahms and Shostakovich under Kazimierz Kord. Michel Dalberto plays Ravel's Piano Concerto with Berlin Symphony Orchestra on Sat. Sun and next Mon (2090 2150).

Philharmonie Georg Solti conducts the next two weeks of Berlin Philharmonic concerts. Tomorrow, Wed, Thurs: Shostakovich's Ninth Symphony and Tchaikovsky's Sixth. Next Tues and Wed: Beethoven's Missa Solemnis. The orchestra then moves to Salzburg for the Easter Festival (2548 8132).

### THEATRE

● A new production of Heiner Müller's 1991 play *Quartet*, based on Leo Lionel's *Dangerous*, opens at Berliner Ensemble on Fri (282 3180).  
● Andreas Kriegenburg directs Brecht's *The Good Person of Sechuan* at Volksbühne am Rosa-Luxemburg-Platz, opening on Sat (282 3394).  
● Peter Handke's wordless theatre piece, *Die Stunde da wir nichts voneinander wussten*, is in its final week at Schaubühne, in a production by Luc Bondy which will be seen at this summer's Edinburgh Festival (890023).

### NEW YORK

#### THEATRE

● Angels in America: Tony Kushner's epic two-part drama conjures a vision of America at the edge of disaster. Part one, *Millennium Approaches*, part two *Perestroika*, played on separate evenings (Walter Kerr, 219 West 48th St, 239 6200).  
● Four Dogs and a Bone: John Patrick Shanley's comedy about movie-making and power plays in Hollywood was one of off-Broadway's biggest hits last autumn (Lucille Lortel, 121 Christopher St, 924 8782).  
● Blown Sideways Through Life:

Claudia Shear's 65th job is performing this hit monologue about the previous 64 - everything from waiting tables to answering phones in a bordello. A funny and moving evening (Cherry Lane, 38 Commerce St, 989 2285).

● Pounding Nails into the Floor with My Forehead: Eric Bogosian's monologue on life in the 1990s mows down all the sacred cows of political correctness. A scathing, scatological, exhilarating rant (Minetta Lane, 18 Minetta Lane east of Sixth Ave, 307 4100).

● Escape from Paradise: a one-woman show written and performed by Regina Taylor, about a black magazine editor who, one day, instead of going to work went to Italy. Final week (Circle Repertory Company, 99 Seventh Ave S, 924 7100).

● Laughter on the 23rd Floor: Neil Simon's 27th Broadway play, about a group of writers trying to come up with a new show, is one of his finest comic efforts. Directed by Jerry Zaks (Richard Rodgers, 226 West 48th St, 307 4100).

#### OPERA/DANCE

Metropolitan Opera Highlights of this month's programme are *Adriana Lecouvreur* with Miralia Freni (Fri March 26) and *Stiffelio* with Plácido Domingo (final performances Wed and Sat). Domingo also stars in a new production of *Otello* opening March 21. Repertory includes Poulenc's *Dialogues des Carmélites* with Dawn Upshaw and Teresa Stratas. La fille du régiment with Carolyn Blackwell and Il barbiere di Siviglia with Susanne Mentzer and Vladimir Chernov (362 6000). State Theater Dance Theatre of Harlem celebrates its 25th

anniversary with a two-week residency March 11-27. Old favourites like *Firebird* are back along with last year's hit *A Song for Dead Warriors*, plus revivals of Ron Cunningham's *Etosha* and popular offerings by choreographers Billy Wilson, Glen Tetley, Michael Smuin and Alvin Ailey (870 5570).

City Center Merce Cunningham Dance Company opens a two-week engagement tomorrow (581 1212).

**CONCERTS**  
Carnegie Hall Tonight: Maurizio Pollini piano recital. Tomorrow and Thurs: Semyon Bychkov conducts Orchestre de Paris in two programmes, comprising Berlioz's *Sinfonia*, Berlioz's *Symphonie fantastique* and the Fifth Symphonies of Beethoven and Shostakovich. Fri: New York Pops (247 7800).

Avery Fisher Hall Tonight: Leonard Slatkin conducts New York Philharmonic Orchestra in works by Pleton, Ravel and Rakhmaninov, with piano soloist Alicia de Larrocha. Thurs, Fri afternoon, Sat: Herbert Blomstedt conducts Chopin and Nielsen, with piano soloist Bella Davidovich. Fri: Leon Botstein conducts *American Symphony*.

Orchestra in a programme entitled *An Italian Journey* through German Romantic Painting and Music. Sun afternoon: Charles Dutoit conducts Orchestre National de France in Berlioz, Beethoven and Roussel, with violin soloist Shlomo Mintz.

Sun evening: Christopher Hogwood conducts Academy of Ancient Music in Vivaldi and Telemann (875 5030).

**JAZZ/CABARET**  
Jazz/Cabaret  
Down Beat Ruth Brown begins an engagement tomorrow. Taking her cues from gospel and swing,

Brown has a fifth, intuitive style of R&B singing that has grown richer and more authoritative over the years (101 Seventh Ave South, 620 4000).

Blue Note Tito Puente's Golden Latin Jazz All-Stars begin an engagement tomorrow (131 West 3rd St, 475 8592).  
Cariyle Hotel Eartha Kitt is in her final week before setting off on a European tour (Madison Ave at 78th St, 744 1600).

Michael's Pub Singer Vernal Bagneris begins an open-ended run tomorrow. Woody Allen continues his night job as clarinet player in a Dixieland-jazz ensemble on Mondays (211 East 55th St, 758 2220).

Rainbow & Stars Susanah McCordie takes her audience on a jazz-inflected stroll through the last 70 years of American popular song (30 Rockefeller Plaza, 632 5000).

### PARIS

**DANCE/OPERA**  
Palais Garnier Ballet de l'Opéra de Paris presents the world premiere of three new ballets by Roland Petit on Wed, with nine further performances till March 22. The company's young dancers can be seen in a programme of extracts from ballets by Bourmville, Vinogradov, Dolin and others on Sat and Sun afternoon and next Mon evening (4742 5371).

Châtelet Tonight's performance is the first of five of *Die Frau ohne Schatten*, in a staging by Andreas Homolik first seen at Geneva in 1992. Christoph von Dohnanyi conducts the Philharmonia

Orchestra and a cast headed by Sabine Hoss, Jean-Philippe Lafont, Thomas Moser, Luana DeVoi and Anja Silja (4028 2840).

**OPERA**  
Bastille Tonight's performance is the last of the current run of *Salome*, with Karen Huffstodt, Leonie Rysaneck and Monte Pederson. Carmen is revived tomorrow with a cast led by Marta Serna, Daniel Gálvez-Vallée and William Shimell, conducted by Serge Baudo (till March 21). Final performances of Bob Wilson's production of *Die Zauberflöte* are on Wed and Fri. Janice Watson gives a song recital tonight in the Studio (4473 1300).

**CONCERTS**  
Théâtre des Champs-Élysées Tonight: Andras Schiff piano recital. Tomorrow: Jean-Claude Casadesu conducts Orchestre National de Lille in works by Debussy and Ravel, with vocal soloists including François Le Roux. Sun morning: Frank Peter Zimmermann violin recital (4952 5050).

Théâtre de la Ville Fri, Sat: Gustav Leonhardt and Barthold Kuijken play music for harpsichord and flute (4274 2277).

**JAZZ/CABARET**  
George Porter Junior, king of New Orleans funk, opens a two-week engagement tonight at L'Oréal Hampton Jazz Club. Music from 10.30pm to 2am (Hotel Meridien Paris Etoile, 81 Boulevard Gouvion St Cyr, tel 4068 3042).

**THEATRE**  
● Three Sisters: Matthias Langhoff directs a new French-language production of Chekhov's play, opening tomorrow at Théâtre de la Ville for a three-week run (4274 2277).

### ARTS GUIDE

Monday: Berlin, New York and Paris.

Tuesday: Austria, Belgium, Netherlands, Switzerland, Chicago, Washington.

Wednesday: France, Germany, Scandinavia.

Thursday: Italy, Spain, Athens, London, Prague.

Friday: Exhibitions Guide.

**European Cable and Satellite Business TV**

(Central European Time)

**MONDAY TO FRIDAY**

NBC/Super Channel: FT Business Today 1330; FT Business Tonight 1730, 2230.

**MONDAY**

NBC/Super Channel: FT Reports 1230.

**TUESDAY**

Euros: FT Reports 0745, 1315, 1545, 1815, 2345.

**WEDNESDAY**

NBC/Super Channel: FT Reports 1230.

**FRIDAY**

NBC/Super Channel: FT Reports 1230.

Sky News: FT Reports 0230, 2030.

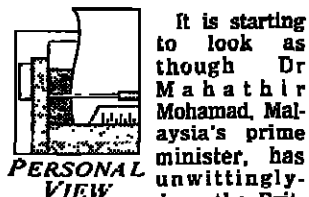
**SUNDAY**

NBC/Super Channel: FT Reports 2230.

Sky News: FT Reports 0430, 1730.



# Mercantilists are treading on thin ice



**PERSONAL VIEW**

It is starting to look as though Dr Mahathir Mohamad, Malaysia's prime minister, has unwittingly done the British government a political favour by banning UK bidders from public contracts in retaliation against press reporting of the Pergau dam affair.

As well as eclipsing the domestic controversy over who did what in the affair, the ban has made it easier for ministers to defend their conduct by asserting that they were simply reacting to UK plc in a ruthless world market. This stance may prove popular, to judge by recent letters to this and other newspapers. Business leaders have closed ranks to insist that Britain cannot afford to alienate customers who can choose from plenty of other suppliers.

That companies with commercial exposure to Malaysia should seek to limit the damage in this way is understandable. However, it is quite another matter to suggest, as some have done, that export-dependent countries such as Britain can pay their way only by subordinating other priorities and principles to the greater goal of a concerted foreign sales drive.

The neo-mercantilist lobby typically takes as its model Japan, whose postwar economic success it ascribes to seamless co-operation between government and industry. However, such arguments fly in the face of the very evidence adduced in their support. Not only have leading Japanese companies such as Honda and Sony thrived precisely because their exclusion from this nexus of power forced them at an early stage to seek most of their business overseas. The institutionalised collusion and indulgence of special interests at the heart of the Japan Inc. system is now exacting a massive political price, in the form of the country's biggest peacetime crisis this century.

If the system has any parallel in Britain, the nearest is probably with the arms trade, where the government acts as producers' biggest customer,

financier and salesman. Some may say that proves the virtues of a helping hand from Whitehall. After all, is not defence one of the few manufacturing activities in which UK companies still enjoy world-class excellence in engineering and technology?

However, the industry's "strategic" status and monopoly privileges in most countries mean international competition is as much between governments as between companies. In most other sectors, commercial risks and rewards are geared more directly to straightforward rivalry on quality, delivery and price.

Few people would dispute that governments can assist by gathering information, opening doors and otherwise smoothing exporters' path in foreign markets. That is particularly valuable in developing countries, where foreign companies' credit

**The idea that exporters must avoid offending foreign governments is objectionable**

ibility gains from a show of confidence by their governments.

But the line between encouragement and second-guessing commercial judgments can be stretched dangerously thin if governments go much further. Beyond a certain point, moral hazard comes into play. How many bad debts have been accumulated by companies which over-zealously obeyed injunctions to export or die, in the belief that their governments would pick up the tab if things went wrong?

Nor does a narrow national focus on chasing foreign orders necessarily yield the expected rewards. In the 1980s, the Duncan Report recommended that Britain's embassies abroad downgrade classic diplomatic activities in favour of export promotion, a view enthusiastically accepted by the Wilson government. Yet the following decade, inadequate political reporting left Britain wholly unprepared for the overthrow of the Shah of Iran, support for

whom had been at least partly influenced by his regime's importance as a customer for British exports.

But perhaps the most objectionable feature of the neo-mercantilist fallacy is the idea that successful exporting requires avoiding any action which might offend foreign governments. In its most extreme form, this comes dangerously close to implying that countries which respect freedom of expression and the rule of law should bend their principles to please those which do not.

In Britain, those who believe themselves victims of liberal may seek redress in the courts. Dr Mahathir has not explained why he has not yet done so. Perhaps he does not believe he would receive a fair hearing. More likely, he refuses to treat with a system so closely identified with the "western values" which he has condemned as selfish and decadent. In this view, many individual liberties guaranteed by western-style democracy are irrelevant - if not, indeed, inimical - to economic progress.

The argument is false. Hong Kong, though not historically a parliamentary democracy, is blessed with a judiciary of unimpeachable integrity, an apolitical civil service and a free press. Its population also enjoys Asia's highest standard of living after Japan.

Last week, Mr Richard Li, a prominent Hong Kong Chinese businessman, told a London conference: "The cornerstone of Hong Kong's commercial success, and its ability to create wealth-creating capital, has certainly been the existence of an independent and impartial legal system."

"Coupled with a sound administration, it has provided entrepreneurs and investors, whatever their origin, with a level playing field. It is for that reason one of the most significant contributions to Asia's development, and is very much to Britain's credit."

Dr Mahathir - and those in Britain who appear so anxious to appease him in the name of economic self-interest - should take note.

**Guy de Jonquière**

President Bill Clinton's revival of the 'Super 301' trade provision last week looks like a blunt threat designed to pave the way for sanctions against Japan unless Tokyo opens its markets.

Yet the underlying plot is more subtle. For at the same time as tightening the screws, Washington wants to give both sides more breathing space following last month's failure by prime minister Morihiro Hosokawa and Mr Clinton to reach an accord on reducing Japan's record trade surplus, more than \$50bn with the US alone last year, and liberalising its markets.

To many trade partners of the US and Japan, Washington's decision to up the ante is unwelcome. It reinforces what many see as a tendency for the world's two largest economies to negotiate on trade in an exclusive bilateral manner. The risk of bilateralism has already provoked warnings from the European Union to Japan and forms the core of Tokyo's objections to the US decision to reinstate 'Super 301' - the US trade law which permits the Washington to identify by name "unfair traders" and makes possible the imposition of US sanctions.

Neither Washington nor Tokyo is, however, behaving as if it wants a trade war. The US has indicated that it will apply 'Super 301' even less aggressively than by previously mild standards. 'Super 301' has never led to sanctions since its introduction by the Reagan administration in 1988 and is even less likely to do so on this occasion.

The US administration has given itself six months, until September 30, to name "priority foreign country practices" - but not necessarily countries - which obstruct US exports. The aim is to "spare embarrassment" to suspected offenders, a senior US official says.

Washington will only then consider sanctions after 12-18 months of inquiry and consultation, and an appeal to the World Trade Organisation, the successor body to the General Agreement on Tariffs and Trade. If Washington believes multilateral rules are being infringed, "The president did not really let Japan off the hook," says Mr Harry Freeman, a US trade lobbyist. "He let the line out."

The concessions the US is fishing for in Japan include a permanent income tax cut, in place of the one-year reduction recently decreed by Tokyo, measures to boost consumer

William Dawkins and Nancy Dunne on the growing trade row between the US and Japan

## On the verge of trading insults



Morihiro Hosokawa

### Super 301: the original trade aims

● Japan: government procurement of foreign satellites and supercomputers; and imports of wood products. Deals concluded on all three, and US exports of these products have increased.

● Brazil: import bans and other import-restricting measures. Fact agreed and Brazil has since liberalised.

● India: trade-related investment measures and insurance market barriers. India refused to talk about changes. No sanctions were imposed, but the issues were referred to the Uruguay Round talks.

● South Korea: avoided a listing after agreeing to liberalise measures for foreign investment, and lifting import bans and other measures to protect local production.

● Taiwan: avoided a listing after agreeing to open its markets, largely through reductions in tariffs on manufactured goods.



Bill Clinton

spending, and more radical deregulation than the moderate steps proposed by the Hosokawa government.

The Japanese government and business community are, meanwhile, in a mood to give significant ground to Washington. Although Japan's bureaucrats and politicians know that trade sanctions are unlikely, they sense that the current trade dispute with the US is unlike previous ones.

The fear in Japan is that the outcome will go beyond economic relations and damage Tokyo's strategic relationship with Washington. Mr Hosokawa's government is unsure exactly how, or even if, Washington's attitude to Tokyo has changed as a result of the end of the cold war, this dilemma is one of the central unanswered questions facing Japan's foreign ministry. Officials believe now that Japan has less strategic value to Washington as a buttress against communism in Asia, trade rows with the US might not be as easily containable as in the past.

The foreign ministry in

Tokyo, chief advocate of caution against saying 'no' too loudly to Washington, fears that the trade dispute might harm long-term political and security ties with the US. At the very least, officials fear that the traditional comfortable link between trade and political co-operation in US-Japan relations has been broken.

Meanwhile, as Japan's export-dependent manufacturers have discovered to their heavy cost, the US does not need to resort to trade sanctions if it wants to apply economic pressure on Tokyo. Washington has only to talk up the yen, the strength of which is one of the biggest constraints on Japan's hopes of recovering from its worst recession since the second world war.

The Japanese government is, therefore, likely to accede to US demands. But two big factors are likely to limit the extent of Tokyo's concessions.

First, the seven-party ruling coalition is weak and divided and its capacity to deliver on

anything has been sharply reduced. The second factor is the strength of feeling in Tokyo against binding import quotas. These numerical targets on imports are what the US appears to be seeking as a first step towards reducing Japan's bilateral trade surplus, as embodied in last summer's economic framework agreement between the two countries.

The Japanese government is under strong domestic and international support to face down the US on numerical targets, the one area where it can demonstrate more assertiveness than previous Liberal Democratic party administrations. This pressure was one reason why Mr Hosokawa was more direct with Mr Clinton at their summit last month than any LDP prime minister had ever been towards a US president. Yet even on the sensitive subject of numerical targets, officials in Tokyo and Washington have started to sketch out a compromise.

Evidence of the Japanese government's eagerness to assuage the US came at the

weekend. Mr Hosokawa called an emergency cabinet meeting for Wednesday to discuss market-opening measures; the prime minister intends to present proposals to Mr Warren Christopher, US secretary of state, when the two men meet for talks on Thursday.

The private sector is also responding. At least two car producers, Toyota and Mazda, are preparing "voluntary targets" for the purchase of US components this year. IDO, the Japanese telecommunications group, is close to agreement on improved market access for Motorola, the US telecommunications group which in recent months has been at the heart of a row over access for US mobile telephones in Japan.

Yet the government's ability to tackle the fundamental economic problems underlying Japan's persistent trade surpluses is limited by the coalition's current disarray.

Mr Hosokawa's ability to make economic policy decisions is looking shakier than ever after he was forced last week to scrap plans for a cabinet reshuffle to strengthen his economic team.

One side effect of the abortive reshuffle has been to weaken the position of Mr Ichiro Ozawa, an important influence on economic policy. Mr Ozawa is a valuable behind-the-scenes negotiator with the US, having recently suggested the adoption of non-binding "effort targets" for a cut in the trade surplus, an obvious step towards compromise.

However, the prime minister has risked alienating Mr Ozawa by turning down his demand for the removal of Mr Masayoshi Takemura, the chief cabinet secretary, who upset a package of Ozawa-inspired tax reforms in January. Any signs over the next few weeks that Mr Ozawa is losing patience with the prime minister could bode ill for economic policy.

The middle in government and the absence of a strong opposition will no doubt reinforce US suspicions that foreign pressure is the only way to get results. Mr Fred Bergsten, director of the Institute for International Economics and a renowned US trade hawk, says: "The unfortunate reality is, the Japanese tell us, in every single case we have to threaten sanctions because that's the only way they move."

What makes the current row unlike previous tiffs, is that it is still unclear how much ground Japan's government can give and what will be the wider non-economic consequences of its failure to do so.



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## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

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### French in no position to criticise US

From Mr Richard McCormack.

Sir, Loud French protests over president Clinton's successful efforts to encourage Saudi purchases of US civilian aircraft struck me as being a tad on the hypocritical side ("French attack Clinton on aircraft sales", March 2).

For more than a decade as a senior economic official of the US State Department, I observed president Mitterrand and a galaxy of other European leaders on sales missions to the Middle East and elsewhere.

I noted efforts to link state-to-state political favours (or sometimes threats) to national commercial interests, including aircraft sales, oil concessions, arms deals, and construction projects.

The US government occasionally protested against this behaviour at an official level. For years we quietly warned that we could also play this game, and powerfully so, if others continued to practice.

President Clinton has just demonstrated the truth of that observation.

Commercial deals and international politics ought to be separated. Perhaps this is an unattainable ideal. But in any case, under prevailing realities and current widespread practices, the French have no grounds for complaining about president Clinton's efforts on aircraft sales other than the fact that, on this occasion, he successfully trumped president Mitterrand's ace.

Richard McCormack, under secretary of state for economic affairs 1989-91, 516 Watergate South, 700 New Hampshire Avenue, N.W., Washington DC 20037.

### Europe needs more small enterprises

From Mr Allan Willett.

Sir, Martin Wolf's excellent commentary on your EU Business Survey of European Competitiveness ("A relapse into Eurosclerosis", February 24) came down firmly for three core recommendations. These were to increase competition and deregulation, and diminish the burden of the public sector. In other words continue and intensify the political and economic philosophies of the 1980s. May I add a fourth as a basis for a policy more suited to needs of the 1990s.

In general, attention on the performance of manufacturing industry fails to differentiate strongly enough between different types of company. Evidence of the public sector in other words continues and intensify the political and economic philosophies of the 1980s. May I add a fourth as a basis for a policy more suited to needs of the 1990s.

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### Japanese out in front

From Mr Stephen Rowlinson.

Sir, Your coverage of UK car production statistics for 1993 highlighted Rover overtaking Ford as the UK's biggest vehicle manufacturer and noted the industry made the highest number of units since 1974 ("Car output at highest level for nearly 20 years", March 2).

The figures, however, told another and more dramatic story about the rapid structural change taking place in the industry. Rover's creditable but modest increase of 30,000 units (+7%) was in fact more than offset by the 80,000 unit drop in output from the total of Ford, GM and Peugeot and therefore overall production from established players in the UK was down 50,000 units. Far from matching performance of 20 years ago the companies which then made up the UK industry, are now operating at little better than two-thirds the 1970s' levels.

The one reason for the reversal of the long-term decline of the British motor industry has been the superb performance of Japanese transplants - Nissan, Toyota and Honda - which together raised unit production last year by 136,000 units - no less than a 75 per cent increase. The three groups accounted for nearly a quarter of all cars produced in the UK and added 274,000 and Ford's 301,000. Thank heavens for the policies that made the UK the most attractive European location for inward investment.

Stephen Rowlinson, Merion Associates, 70 Grafton Way, London W1P 5LE.

### Out to grass, but still grazing

From Mr Ian Powe.

Sir, The debate about who regulates the regulators will be enlivened by reports that the recently retired director-general of Gas Supply is to advise a gas supply company in competition with British Gas.

This development, presumably approved by DTI officials, conflicts with the UK energy minister's commitment to "unwind the till" against British Gas. Former regulators will, of course, comply with

restrictions on disclosure of information, such as those embodied in Section 42 of the Gas Act 1986. But there is nevertheless a feeling among consumer groups that, once put out to grass, regulators should not graze in fields where public service has made them privy to information denied to others.

Ian Powe, Gas Consumers Council, Abford House, 15 Wilton Road, London SW1V 1LT.

### Multilingual pictures centre could give Europe edge on Hollywood

From Gaudi Kristmannsson.

Sir, The answer to your article "Quest for a strategy to match Hollywood" (Can Europe Compete? March 1), is yes: Europe can compete by concentrating on communication instead of cultural isolation.

This can be done by addressing the problem of language. European film producers and culture ministers have to think multilingually if they want to

compete with Hollywood. This is what US film producers did in the 1930s when they had their movies dubbed in the relevant languages before selling them in Europe.

Because the home market is so small, such an investment is impossible for low-budget producers in Europe who have many more languages to consider. One solution is a cultural communications centre to act as mediator for partici-

pating countries and to enable producers to have material translated, subtitled or dubbed. Distributors are undoubtedly more willing to take on films ready for distribution.

Working with professionals on a freelance basis, the centre would not require an army of people; it could make services cheaper and European films more accessible worldwide. There are markets in south-east Asia, where works of art

are frequently savaged with one or two voices speaking over for the whole cast while the original can be heard in the background. Better service now would not diminish the future market for European producers. Europe could then create a Hollywood, albeit without the stars, but possibly with success.

Gaudi Kristmannsson, An der Hochschule 3402, 76726 Germersheim, Germany



## FINANCIAL TIMES

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Monday March 7 1994

## Welcome deal in Germany

The last-minute agreement to avert a German engineering strike shows that both employers and trade unions are making a serious effort to restore competitiveness in Europe's largest economy.

A strike this week in the northern state of Lower Saxony to support a claim for a country-wide pay rise of up to 6 per cent would have severely damaged Germany's efforts to climb out of recession. With unemployment now above 4m, and inflation probably falling below 3 per cent later this year, a labour stoppage would have started a battle the IG Metall union could not have won.

The weekend deal contains positive elements for both sides. As compensation for a wage rise of only 1.2 per cent for the whole year, the union has won employer approval for specific job guarantees at companies that reduce pay and working hours because of falling orders.

After a cumulative rise in German unit labour costs of 15 per cent in the past four years, the wage accord gives employers the opportunity to make badly needed cuts in unit costs as they improve productivity.

It could be argued that the agreed increases in labour market flexibility should have been more radical. Some details of the package of wage and job cutting options look unhelpful. Additionally, the country-wide engineering pay bargaining structure, one of the main sources of wage rigidity in recent years, has survived intact.

A strike could have weakened

the system by encouraging more plants to agree wage deals on a company-by-company basis. However, an accord which unanimously favours competitiveness while preserving Germany's consensus-based social partnership is still welcome. The outcome will strengthen the government's chances of pushing through necessary pay restraint in forthcoming public sector pay talks.

In a country still struggling to come to terms with many economic challenges, one pay deal cannot transform the industrial outlook. Germany must make a more determined effort to tackle the non-wage costs which have had a still greater impact than high wages in lowering industrial performance. Reflecting the consequences of recession and reunification, social security payments in Germany, according to OECD figures, are likely to make up 22 per cent of GDP this year, up from 15.2 per cent in 1990 - a much larger increase than in any other big industrialised country.

Finding methods of satisfying welfare demands without heaping job-killing financial burdens on enterprises will be a principal task for the government that emerges from the October elections. Germany needs to maintain its traditional consensus between labour and capital, yet in a manner more responsive to economic realities than in recent years. The metalworkers' deal demonstrates that both sides of industry can adopt constructive policies. If they can build on this approach, confidence in German recovery will grow.

## Part-timers

Two important court judgements last week, based on European law, are set to enhance the rights of some British employees. The first almost certainly means that consultation procedures with employees will have to be established in the many organisations where they do not already exist to cover certain cases of business transfer and large-scale redundancies. The second means that part-time workers will have to work for an employer for only two years rather than five to be covered by unfair dismissal and redundancy pay provisions.

This underlines the point that Britain's ability to opt out from European Union social legislation was always likely to be constrained in practice. But it does not mean that the British programme of labour market deregulation has been stopped in its tracks. Indeed, contrary to the claims made by depressed Conservative Euro-sceptics and over-optimistic union leaders, the effects of the judgement are likely to be rather limited. The consultation judgement will not apply to small companies and will require, at most, an election procedure to establish consultation arrangements, which can be dissolved as soon as a transfer or redundancies have occurred. It will not mean the establishment of works councils up and down the land.

In the case of part-timers the five-year qualification threshold for employment protection, accepted by all Tory and Labour governments since 1971, has

always seemed an unfairly long time to decide whether someone's face does not fit. Moreover, the potential redundancy payments will never amount to more than a few hundred pounds. In any case, only about 500,000 out of Britain's 5.8m part-timers are likely to gain from the two changes.

Although the government will fight the consultation judgement if it is confirmed by the European Court of Justice, it seems to be taking a relatively sanguine view of these developments. This may be because it does not want to stir up its own Euro-sceptics prior to the European elections. But it may be also that it recognises that the changes involved are too small to have any impact on demand for labour. Part-time work expanded just as fast in the more regulated and union-influenced labour market of the 1970s as it did in the less regulated 1980s, suggesting that there are bigger economic and social factors at play.

It is also true that even after the recent judgement takes effect there will be a big cost and regulatory bias towards part-time employment, especially if an individual is earning under the £55 a week threshold for National Insurance payments. Given the difficulty European economies have displayed in creating full-time jobs, especially for lower skilled workers, governments would be wise to seek further incentives of this type to stimulate this part of the labour market, rather than seeking to deny basic employment rights to part-timers.

## Clinton's 301

Governments must choose between bilateral and multilateral approaches to trade policy. As Mr Peter Sutherland, the director-general of the General Agreement on Tariffs and Trade, observed in New York last week, that choice was not, in fact, made with the completion of the Uruguay Round last December. On the contrary, the US believes that both can run in parallel. That is the significance of the revival by president Clinton of the "Super 301" trade provision. But he is mistaken.

"Super 301" is not particularly significant in itself. Certainly, it does not have to be used in ways contrary to the Gatt. Revival of "Super 301" may even reduce congressional pressure for immediate action, giving both the US and Japan a breathing space during which to resolve their current conflict. After the failure of last month's summit between president Clinton and Mr Morihiro Hosokawa, such a breathing space is highly desirable.

It will also not be enough on its own, since Japan may use its time to determine on dangerous concessions. If, for example, Japan were to decide upon increased government management of the economy, it would damage itself. But it would also reinforce the general appeal of the concept of "managed trade", which is what Mr Sutherland rightly labelled a "misguided and dangerous approach from all points of view".

What is needed is not just a deep breath, but deep thought, on both sides. Why, for example,

should the Bank of Japan stand idly by while the yen soars? It should be selling the yen, instead, which would restrain the external value of the currency and, more important, expand the money supply.

Meanwhile, the US needs to put forward a far better economic justification for its complaints about Japan's bilateral and overall trade surpluses than it has managed hitherto. It also needs to ask itself why its bilateral approach has been so roundly condemned. The concern is that a kind of lynch law will undermine the credibility of the international rule of law.

At present the US is determined to act as prosecutor, jury, judge and executioner. What is needed, instead, is an objective assessment of Japan's alleged failures, along with neutral arbitration of the disputes. Even where US complaints do not fall under the current Gatt, the latter could still be asked to provide both an objective assessment and arbitration. Such an approach would be far better than accepting the wish of the European Union to turn the debate from a bilateral into merely a trilateral one.

The US must be helped off the hook on which it has impaled itself. If the bilateral approach is continued, both its international relations and the multilateral system itself will be gravely damaged. The sensible alternative is to use the good offices of the central institution of the system, instead. That is the choice Mr Clinton should now make.

Out-price fares; a "kids go free" scheme; discounts on purchases at airport duty-free shops. The 27 miles from London to Gatwick airport have become the most hotly-contested stretch of British Rail track.

The three companies slugging it out on the Gatwick line are providing a first glimpse of what rail privatisation might mean for Britain after 45 years of a nationalised network.

Critics of privatisation say that competition on the Gatwick route consists of marketing gimmicks that have simply confused travellers unaccustomed to competition on the railway. But the outcome of the battle for the airport passenger will provide important markers for the future of BR's entire 10,270-mile network.

Gatwick Express is the first of BR's "shadow franchises" - parts of the railway network which will be run by their existing management as independent operations to establish how attractive they might be for private bidders.

The experience of its first few weeks provides an indication of how difficult it will be to run a railway at a profit. Gatwick Express just about broke even in spite of carrying higher than expected numbers of passengers because of a surge in the volume of travellers passing through Gatwick.

Gatwick is an experiment on a very modest scale but it illustrates the size and nature of the problems still to be addressed when private-sector managers, including management buy-out teams from BR, get down to making the theory of privatisation work in practice.

For all the controversy that accompanied the passage of the railways bill through parliament last year, the proposed framework still falls far short of the conventional pattern of privatisation of the past decade. BR's losses - £164m in 1992-93 in spite of a government subsidy of more than £600m - forced the government to adopt a compromise: franchising out the running of the trains to private operators while offering them subsidies where necessary.

The sale of franchises is due to start this year with Gatwick Express and accelerate through 1995 as more lines are prepared for operation as independent companies. However, some BR managers believe BR will be unable to keep to this ambitious timetable.

A separate company, Railtrack, has been set up to take over the ownership of BR's infrastructure from April 1. Railtrack last month announced its charges for train-operating companies that wish to use BR track. The charges are sharply higher than those made to BR's regions under its internal accounting system.

Railtrack says private-sector train operators will be compensated for the higher track charges with an increased subsidy. But some potential bidders for BR franchises complain the onerous track charges will push even profitable parts of BR into loss and demotivate managers. Private-sector operators would also be vulnerable if state subsidies are reduced in the future.

Railtrack itself is due to be privatised within the next few years under the leadership of its chairman, Mr Bob Horton, a former chief executive of British Petroleum. Two other key personalities have also started to piece together the rail privatisation jigsaw. Mr Roger Salmon, a former merchant banker, has been appointed by the government as franchising director to negotiate contracts with private bidders for BR's operations. Mr John Swift, a lawyer, has come in as rail regulator, charged with ensuring that safety standards are met and that a fair balance is struck between the conflicting interests of all participants in the post-privatisation era.

But other important parts of the jigsaw have yet to be assembled, including the three regionally-based financing companies that are to own and lease rolling stock to the train operators.

The crucial question of how many

Charles Batchelor assesses the remaining problems facing British Rail as it prepares for privatisation

## Obstacles on the mainline



private-sector groups are likely to bid for a franchise is still unanswered. Between 40 and 50 companies have expressed an interest but it is not clear how many will emerge as serious bidders.

Bus companies such as Stagecoach and Badgerline are among the interested parties; so too is Sea Containers, the transport and ferry group. Senior BR managers are considering staging management buy-outs, among them Mr Chris Green, managing director of InterCity. Mr Green takes charge of ScotRail in April and is already working on plans for a management buy-out of the Scottish rail network.

Transport specialists express concern that most of the possible private-sector bidders that have so far emerged lack the financial or management resources to develop a rail-road. The bus companies and management buy-out teams at least have experience of running transport systems but are unlikely to be in a position to make substantial investments.

"If rail staff come along with £100 of capital each in a buy-out we will have a deteriorating system," says Mr James Sherwood, chief executive of Sea Containers. "Big companies must come in and invest billions of pounds to improve the system," he says.

An additional fear on the part of bus operators is that UK monopolies regulations could prevent them from running train and bus services in the same area. "Why should bus companies go through the hoops of trying to buy a rail franchise when they could more easily expand their bus operations through acquisition," says one industry observer.

Sir Bob Reid, BR chairman, is sanguine. "I would be surprised if there was any great interest [in bidding] at this stage because no one

knows enough about the franchises," he says. Increased interest will only come when more of the framework in which the private-sector railway companies will operate has been put into place, he says.

The central aspects of the privatised railway regime that still concern potential private-sector franchisees include:

● The ownership of BR's track and signalling. In spite of the creation of Railtrack and the government's decision to separate the ownership of the railway's infrastructure from the operation of the trains, some potential private-sector franchisees are lobbying for a relaxation of the rules to allow them to own infrastructure as well as run trains.

Supporters of the present framework point to airlines, which do not own airports, as an example of an industry where infrastructure and service are successfully split. But private-sector bidders say that with track costs accounting for more than half of their overheads, railway operators must be allowed to own the track on which they propose to run their services.

The government is, however, willing to allow vertical integration in certain exceptional cases such as the Isle of Wight railway, where there is also private-sector pressure on the government for the Scottish network to be treated in the same way.

According to such pressure would strike at the core of the government's post-privatisation rail structure. The government's room for manoeuvre is, therefore, limited. But Mr Salmon says he is willing to consider "non-compliant bids" which diverge from the ground rules laid down by the government, provided they are submitted early.

There is a wide body of opinion in both BR and the private sector that believes splitting track and train operations will prove unworkable. "There will be chaos for two to three years and then a sensible system will emerge but only after substantial reform by government," says one transport analyst.

● The degree to which private-sector competitors will have "open access" to run trains on franchised routes. The government wants open competition but the experience of bus privatisation, where fierce rivalry erupted on popular city centre routes clogging traffic and leading to a poorer service, has frightened off some potential private-sector rail franchisees.

The likelihood is that given "open access", private-sector competitors would only offer limited services on lucrative lines. "They would cream off the profitable routes and the whole edifice would crumble," says Mr Brian Cox, managing director of the rail division of Stagecoach Holdings, a bus operator.

● The duration of franchises. The government believes the shorter the franchise period the better. This is because it would ensure private-sector operators met minimum levels of service within the briefest time-span. A short franchise would also allow the government to bring in a new franchisee if the original operator did not perform satisfactorily. The initial government proposal for the duration of the franchise was between five and seven years; but Mr John MacGregor, transport secretary, has grudgingly moved to the idea of 15-year franchises, largely in response to private-sector lobbying. But, faced with buying rolling stock with a life of about 30 years, possible private-sector bidders are still pressing for longer terms.

● The flexibility of the system.

With separate companies owning the track, rolling stock, and carrying out repairs, how efficiently will the proposed framework operate? The general fear is that such a set-up will lead to an elaborate system of contracts and agreements.

"The complexity of the privatisation proposals will not make it easier to raise funds," said one potential private-sector bidder. "There is a danger that there will be even more bureaucracy than there was under BR." And, ask many industry observers, who should bear responsibility in the event of a derailment or when a train breaks down? And whose trains should be given priority when timetables are rescheduled following cancellations?

There is a danger that such disputes between different players in the new railway age could lead to damaging litigation. Franchise director Mr Salmon claims to have devised a "no-fault" incentive scheme to keep the lawyers in their place. The theory, he says, is that all participants have a commercial interest in solving problems quickly and providing a sound service.

But doubts remain about whether so many players can work efficiently together. Mr Swift, the railway regulator, has made plain the limits of relying on contracts and points out that the law is the ultimate guarantor of fair dealing. But tensions between Mr Swift and Mr Salmon seem inevitable: the latter's role is to ensure a fair pricing structure; but this objective could undercut Mr Salmon's drive to attract private-sector bidders determined to set their own fares.

Ministers are fond of drawing comparisons with the airline industry, which operates on a system of contracts with airports for landing rights and maintenance services; the comparison is designed to show that such a division between the "infrastructure" and the "service operator" can work. Similarly, Mr Horton points to Marks & Spencer's successful relationship with its suppliers, under which the manufacture of M&S clothes and foods by sub-contractors is distinct from the retail end of the operation; critics point out, though, that M&S does not have to share its stores with Tesco.

● The validity of tickets across the system. One advantage of the present set-up is that passengers can travel across the entire network on a single ticket. This may cease after privatisation.

The government is insisting that private-sector rail operators recognise each other's full fares and season tickets; discounted tickets, however, will not be mutually recognisable. With up to 80 per cent of all tickets sold at a discount this could either push up the cost of travel considerably for the vast bulk of travellers or bar passengers from taking the most convenient train.

For the private-sector rail franchisees, the problem of sharing revenues from a journey that crosses the routes of several different operators, could prove a nightmare. How are costs and takings to be allocated over a journey that involves a mainline section followed by a shorter stretch of local line?

These unresolved issues are daunting and time is running out before the next round of "shadow franchises" start and Railtrack takes over responsibility for BR's infrastructure on April 1.

"It is important to get the first one or two franchises right," says Sir Bob Reid. "We must ensure that what goes to the market is coherent."

But with the first private-sector railway companies now only months away from commencing services, it remains an open question whether the new system can be made to work.

Railway privatisations in countries such as Japan and Sweden have been more modest in their scope. BR's aim is more ambitious and the possibility of derailment that much greater.

## OBSERVER

### Lovely Rio de Torio

With impeccable timing - just as the country's latest economic stabilisation plan seems ready to expire - a flood of British bigwigs are zapping into Brazil to size up investment prospects.

Michael Portillo, the Treasury chief secretary, has come trailing banking and industry worthies. When Portillo goes, air chief marshal Sir Michael Graydon arrives for talks with his opposite number.

Baroness Thatcher is also on her way, funded by private Brazilian businessmen. She will quickly be superseded by foreign secretary Douglas Hurd, arriving at the beginning of April. Trips are also scheduled for Richard Needham - trade minister - and agriculture secretary Gillian Shephard.

What's brought all this on? Sure, British exports to Brazil increased 32 per cent last year, but that's still small beer, at \$580m. And Brazil has all the hydro-electric dams it can manage, thank you.

### Spell-cheque

Microsoft chairman and co-founder Bill Gates is careful to whom he gives his home telephone number, but John Seabrook, interviewing Gates in the latest Esquire magazine, tells us the

nerdish-looking multi-billionaire is more than happy to communicate via e-mail.

Seabrook struck up a matey electronic relationship with "Billg", quickly learning to copy the maestro by dispensing with formalities such as Dear and Yours.

Gates apparently spends two hours a day reading and writing e-mail. While Gates gives little away - "having lots of money is a corrupting thing" gives a flavour - former girlfriends recall his apparent indifference to personal hygiene and his spectacles being so grumpy as to be ineffective. Gates says he invariably runs a comb through his hair before dispatching e-mail - "hoping to appear attractive". Most odd.

### Fair winds

Bo Goranson is a businessman hoping to prove that running a yacht isn't necessarily an expensive hobby.

His intrum Justitia debt collection group is sponsoring a yacht in the Whitbread round-the-world race, which started last September. The company thinks sponsorship pays; it reckons its £3m sponsorship has recovered about £13m of free media coverage.

Goranson, 56, who owns 30.5 per cent of the company, which is reporting annual results today - with profits expected to be lower than market expectations - hasn't done as well as he might. Its shares



"If I didn't have more money than sense I wouldn't pay myself so much money"

stood at 80p before the competition started, reached a high of 120p, but have fallen back to 110p.

### Tough emmenthal

Attention all double agents - Switzerland is still a safe haven for your undercover earnings.

The Swiss government has rejected a request from Washington to freeze the Zurich and Geneva bank accounts of former CIA officer Aldrich Ames and wife Rosario, facing charges in the US of spying for Moscow. The US claims the couple made at least \$2.5m from

the Russians. Swiss federal police are not impressed. Spying, they say, is a political, not a criminal offence; so they cannot oblige.

### Norman's wisdom

Norman Lamont's chances of finding another parliamentary seat are looking daily bleaker. With his Kingston-upon-Thames constituency due to disappear because of boundary changes, the sacked former chancellor had been looking to a new seat, the Vale of York.

But not only is party chairman Norman Fowler being most unsympathetic; local man Nicholas Jopling, son of former chief whip Sir Michael, is a racing certainty to fill the vacancy. Lamont will have to look elsewhere. No-one at Tory Central Office rates his chances.

### Oscar Bravo

In January Observer brought news of Edward Belgeonne, a veritable British entrepreneur who at the age of 30 had just sold his second mobile phone business, for £1.5m, in order to nurture a burgeoning career as a pop star fronting a band called Gone Tomorrow.

Belgeonne investigated the business of musical recording and promotion - to discover the royalties from a big label would

be a paltry 20 per cent.

A businessman to the end, that kind of margin leaves him cold. So welcome Oscar Records, his own new label - where he will pay himself much healthier royalties of 75 per cent. One of the numbers on the band's first CD is "I can't fly", singularly inappropriate so far.

### Howard's way

Michael Heseltine may be gaining support from the Tory right as future contender against John Major; but some key kingmakers seem not to be in the giving vein.

Home secretary Michael Howard - another right-wing pretender to Major's throne - was asked four times by David Frost on BBC breakfast television yesterday whether he forgave Heseltine his part in the usurpation of Baroness Thatcher, when prime minister. Howard evaded the question on each occasion. With endorsements like that, who needs enemies?

### Only asking

Ascom, Switzerland's struggling telecoms equipment maker, should today reveal a 1993 loss of around SF350m. But who will report it? The chief executive was sacked in December; the finance director walked out last month; and the much criticised chairman Heinz Frey will stand down at the ACM.



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# FINANCIAL TIMES

Monday March 7 1994

A FINANCIAL TIME  
for change



## Ukraine reclaims Black Sea fleet in gas dispute

By John Lloyd in Moscow and  
Jill Barshay in Kiev

The commander of Ukraine's navy has repudiated last September's accord which transferred the Black Sea Fleet from joint Russian-Ukrainian jurisdiction to exclusively Russian control.

The move comes as relations between the two Slav neighbours deteriorate because of heavy cuts in Russian gas supplies to Ukraine, and continuing tension over the status of the Russian-dominated Crimean region of Ukraine.

Russia has used Ukraine's \$3.2bn energy debt as leverage to gain Ukraine's share of the 360-vessel fleet based in Ukraine. But Russia, which is in deep economic difficulties, is now calling in the energy debt, leaving Ukraine with little to lose by refusing to hand over the fleet.

Mr Leonid Kravchuk, the Ukrainian president, is also threatening to renege on a deal to give up his country's large arsenal of more than 1,600 nuclear weapons.

As Russia's gas giant Gazprom

announced further deep cuts in supplies to Ukraine over the weekend, Mr Kravchuk said in Washington that "fulfilment of all agreements, including agreements on nuclear commitments, is possible only if the economy works. If tomorrow factories come to a halt in Ukraine, and this is a reality if there is no gas, what carrying out of commitments can be spoken of?"

However, the official news agency Itar Tass said yesterday that the first 60 of the 1,600 warheads due to be shipped out of Ukraine arrived on a train in Russia on Saturday. On Friday, Russia's nuclear energy ministry said that it had begun to supply low-enriched uranium to Ukraine, thus honouring its part of the trilateral agreement reached in Moscow in January between Presidents Kravchuk, Yeltsin and Bill Clinton of the US.

Meanwhile, in the naval port of Sevastopol, Vice-Admiral Vladimir Benkovskiy, who took part in last September's talks on the Black Sea Fleet, said the Ukrainian side was now demanding a

reversion to a prior 1992 agreement made in Yalta, under which the fleet would be divided by the end of 1993. He said that Russian premier Viktor Chernomyrdin had agreed to an inventory of the fleet - though the Russian defence ministry would not confirm this.

The two sides in Sevastopol live in constant tension. Admiral Eduard Balin, the Russian commander of the fleet, has forbidden Ukrainian officers from joining the fleet because they have sworn an oath to Ukraine - while the Ukrainians have claimed control of a naval hospital and construction facilities at Nikolayev, and the Admiral Nachimova officers' training college in Sevastopol, one of the former Soviet Union's major naval training centres.

The Ukrainians are already beginning to build up a separate fleet, so far with only five ships. They claim the majority of those serving on the fleet are Ukrainians, though they admit that most officers are Russian.

Boost for trade pact, Page 3

## Widescale European healthcare reforms hit drug sales

By Paul Abrahams

Drugs sales in Europe's seven largest markets fell sharply in dollar terms last year after widespread healthcare reforms.

Europe's five largest markets - Germany, France, Italy, the UK and Spain - have all announced or enacted reforms over the last 15 months. Sales in the seven largest markets, which include Belgium and the Netherlands, fell from \$51.6bn in 1992 to \$45.97bn last year, according to IMS International, a market research group.

In the German market, Europe's biggest, sales dropped to \$12.68bn from \$14.82bn in 1992 - a fall of 9 per cent in local currencies. Italy, the third largest market, also declined, from \$11.06bn to \$8.45bn.

The rate of sales growth fell in every therapeutic category in Europe. The cardiovascular market, which expanded at 7 per cent in 1992, grew only 2 per cent last year to \$10.13bn. The growth rate for treatments for alimentary and metabolism disorders, the second most important category, also fell, down from 8 per cent in 1992 to only 1 per cent last year.

The anti-infectives market which includes anti-virals, antibiotics and anti-fungal drugs, posted the strongest growth, up 8 per cent last year compared with 9 per cent in 1992.

Meanwhile, the US market, the world's largest, expanded only 5 per cent from \$42.95bn to \$45.23bn. Companies operating there have suffered from both political pressure aimed at moderating price rises and the negotiating of discounts by bulk purchasers. The Canadian market grew by 7 per cent in local currency, and rose from \$3.5bn to \$3.51bn measured in US dollars.

The Japanese pharmacy market - excluding hospitals - increased by 6 per cent in yen terms, up from \$16.6bn in 1992 to \$20.2bn last year. But the Japanese ministry of health and welfare is implementing a price cap and other reforms aimed at limiting drugs spending.

Sales of cardiovascular drugs in the 10 largest markets - the US, Canada, Japan and the seven European countries - rose by only 1 per cent in local currency value, although in dollar terms they actually fell from \$21.98bn to \$21.2bn. Among the largest categories, anti-infectives were the best performers, up from \$11.02bn to \$11.7bn, a rise of 9 per cent in local currencies.

Worst performing were musculo-skeletal treatments - mostly anti-rheumatics. This was the only category to register a year-on-year local currency decline in the 10 markets. Sales fell by 1 per cent, as a series of patents expiring around the world undermined the market, which dropped from \$7.13bn to \$6.91bn.

sought in the short-term to stem losses by a harsh mixture of deep cuts in capital spending, a sharp reduction in the workforce and the introduction in Germany of a four-day week with corresponding cuts in pay. He has also squeezed components suppliers to reduce purchasing costs.

If the so-called platform strategy is applied as rigidly as planned by Mr Pösch and Professor Ulrich Seiffert, group research and development director, it will spell the end of the road for production of the Volkswagen Beetle, which is assembled in Mexico and Brazil.

It will also rule out development of new products such as a micro-compact car, like the two-seater city car prototype unveiled by Mercedes-Benz last week.

VW's radical platform strategy is similar to the one being pursued by General Motors, which is aiming to cut its US car platforms (excluding its Saturn small car) from 12 in 1991 to 5 by the end of the decade.

Prof Seiffert said the VW group's four car platforms (exclu-

## VW launches radical plan to cut car production costs

By Kevin Done, Motor Industry Correspondent, in Wolfsburg

The Volkswagen group of Germany, Europe's leading carmaker, is embarking on a drastic restructuring of car development and engineering operations to cut costs and simplify its global manufacturing activities.

VW, which is losing money heavily, is planning to reduce the number of basic chassis platforms which are used to produce its range of cars from 16 to just four by the next decade.

The strategy will embrace all four makes in the group - Volkswagen, Audi, Seat and Skoda - and will eventually have a big impact on its manufacturing operations in Germany, Spain, the Czech Republic, Brazil, Mexico, China and South Africa.

It will hold the key in the long-term to VW overcoming its unenviable position as the highest cost producer in the European and world car industry.

Volkswagen, led by Mr Ferdinand Pösch, the controversial management board chairman appointed 14 months ago, has

platform for growth, Page 21

## EU policy

Continued from Page 1

associate EU members. But senior Brussels diplomats believe France may also be ready to consider integrating the east Europeans in areas of foreign and security policy as well as justice and home affairs - but not as full beneficiaries of the CAP and structural funds.

## German strike threat

Continued from Page 1

does not amount to the full flexibility sought by employers, allowing individual enterprises to negotiate longer or shorter hours according to their needs. It only provides for a shorter-working hour model for those with severe overcapacity.

The agreement means that the

strike by almost 11,000 engineering workers in the state of Lower Saxony, due to begin at 6am today, has been called off, although the workers will have to confirm the decision in another ballot.

Warning strikes by public sector workers will go ahead today and the banking unions plan similar action later in the week.

## THE LEX COLUMN

## Taking a shine to metals

RTZ announces full-year results this week against the cheerful background of rising base metals prices. Copper, the company's most important metal, has risen by 15 per cent from the depths plumbed last autumn. That pattern has been repeated in aluminium, nickel and tin. The strength of the rally is surprising given the discouraging fundamentals. Most metals markets face huge overhangs of stock, which could increase again this year.

Forecasting the supply-demand balance in most metals is unusually tricky at present. Imponderables such as the growth of Chinese copper consumption and the level of aluminium exports from the Commonwealth of Independent States cloud an already murky picture. Even on the most optimistic assumptions, though, stock overhangs are likely to remain a feature well into next year. On that basis, the turn in metals prices has come unusually early in the economic cycle.

Speculative buying may provide an explanation. Low interest rates have always increased the attractions of metals for fund managers by reducing the carrying costs. With copper still 30 per cent below the peak reached in 1989, for example, the metal is clearly cheap. But rising trading volumes on the London Metals Exchange have made base metals more liquid investments in recent years. Improved clearing arrangements have added to the attractions. If a substantial proportion of stocks are now held by fund managers, metals markets may be tighter than hitherto assumed. Were such investment to prove more than a passing fad, rising metals prices may no longer be the late-cycle phenomenon of old.

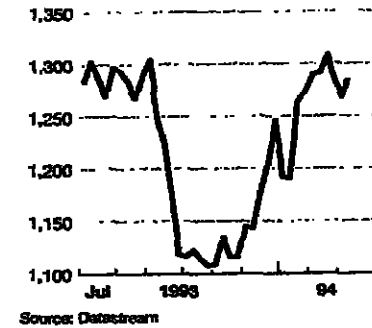
## UK property

There was much excitement a while back when long gilts yields fell below property yields for the first time in a generation. That made property seem an especially attractive asset given its characteristics as a quasi-bond with a 25-year lease and a minimum fixed income stream once fully let. A surge of buying interest is now driving down property yields. But with bond yields backing up again, the two yield lines are rapidly converging.

That may give some asset allocation committees pause for thought, which would be no bad thing. Buying has become almost frantic, with some properties changing hands at eye-watering yields. Property shares, too, appear temporarily to have run ahead

## Copper

LME 3 month price (\$ per tonne)



Source: Datastream

of themselves. For example, Land Securities' share price has moved to a 41 per cent premium to its last stated net asset value of 504p per share. The value of Land's existing portfolio will have to rise at a thumping rate if its share price is to revert to the discount for property companies.

Historically, however, there has been little correlation between long gilt and property yields. The property sector marches to its own tune and is still at the early stages of its cyclical upswing. The big hope now is that dormant inflation would hasten its arrival while blighting the attractions of gilts. Retail rents may recover first, followed by industrial property and high quality London offices. But, as ever, selectivity is critical.

## British Rail

The merchant bankers advising the government on the piecemeal privatisation of British Rail will have to earn their fees given the complexities of the task. After all, British Rail is a £3bn turnover business which will shrink further when divided between Railtrack and various franchise operators. Moreover, the railway network has a poor record, having steadily lost market share to other transport systems for years. It now accounts for just 7 per cent of all passenger miles travelled in the UK and has a similarly small share of the freight market. The goodwill attached to British Rail's name is unlikely to be large.

Cast in a rosy light, Railtrack, which will own the track and signalling, could yet emerge as a privatised transport utility stock with a passing resemblance to a ports company or the

airports operator, BAA. Its permitted rate of return will be the critical determinant of its saleability.

But attracting franchise operators with sufficient capital to exploit the network is an altogether different proposition. Some quoted bus companies, such as Badgerline, have expressed a tentative interest. But they await the results of shadow franchise schemes to give a clearer idea of the relative financial attractions. The Office of Fair Trading has also to determine whether bus operators can run franchises in the same catchment areas.

The tasks of co-ordinating different franchisees' operations could be colossal. The franchising director will have to possess the judgment of Solomon to arbitrate between them.

## Currencies

It is remarkable how little impact the turmoil in the bond markets has had on the dollar. Perhaps the consensus, which believed it would rise this year as the Federal Reserve tightened, was wrong about currencies too. Certainly the 7.5 per cent US growth rate achieved in the fourth 1993 quarter, the January purchasing managers survey and the latest robust employment figures should push the dollar up. In the event it is trading slightly lower against the D-Mark than when the Federal Reserve tightened a month ago.

Some of this may have to do with the trade pressures that the US is exerting on Japan. The dollar's weakness against the yen has spilled over into the D-Mark as well, though that could change now that the US has shifted the focus from the currency market to direct sanctions under section 301 of its trade act. Leveraged investors may also be selling D-Mark positions they have held profitably for some time to cover their losses in other markets.

Yet it is difficult to escape the conclusion that the forces in favour of the dollar are weaker than the market thought. Germany's steep money supply growth will almost certainly delay Bundesbank interest rate cuts, and though the Fed will almost certainly tighten further it is far from clear how far the process will go. The interest rate differential may still not do much to help the dollar. Meanwhile the US current account deficit is a drag. And if the market is reluctant to buy dollars now, that may be because it is long enough already.

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**WEATHER GUIDE**

**Europe today**

In central and northern Scandinavia, a depression will bring snow with afternoon temperatures below freezing. A cold front will sweep into Germany, bringing rain in much of Germany and Poland, as well as fresh to near gale force winds at the northern coasts. The Benelux will be cloudy with outbreaks of drizzle in the south.

In the northern Benelux, there will be sunny spells. Conditions will be unsettled and windy at times over the northern half of the UK. Southern Europe will be mainly dry and sunny, as a large ridge of high pressure develops in the east. Along the south-eastern coast of Spain, persistent cloud will drift in from the Mediterranean, but it will remain dry.

**Five-day forecast**

Wintry conditions will continue over northern Scandinavia. Depressions will cross the northern Atlantic, causing rain and occasionally strong winds in north-western and western Europe.

Southern Europe will stay sunny and dry, though a developing low pressure system will cause unsettled conditions in south-eastern regions later this week.

**TODAY'S TEMPERATURES**

Maximum	Belgrade	sun	13	Cologne	drizz	12	Glasgow	rain	12	Melbourne	cloudy	22	S. Frisco	sun	20
Celcius	Berlin	12	12	D'Salem	show	33	Hamburg	show	11	Madrid City	sun	24	Seoul	fair	17
	Bombay	thund	18	Dakar	fair	26	Helsinki	snow	0	Marrakech	fair	26	Singapore	thund	30
	Bogota	cloudy	21	Dallas	fair	25	Hong Kong	fair	27	Milan	sun	16	Stockholm	rain	5
	Bombay	cloudy	20	Doha	sun	29	Honolulu	thund	27	Montreal	cloudy	3	Strasbourg	fair	13
	Buenos Aires	cloudy	12	Dubai	fair	28	Island	fair	10	Moscow	cloudy	5	Sydney	fair	25
	Budapest	fair	18	Dublin	fair	13	Jersey	cloudy	10	Munich	cloudy	13	Tangier	fair	20
	B. Aires	sun	28	Chagan	show	7	Karachi	fair	32	Nairobi	fair	29	Tel Aviv	fair	15
	Bham	cloudy	14	Cairo	fair	19	Kuwait	fair	25	Naples	sun	18	Tokyo	fair	14
	Bangkok	cloudy	35	Capetown	fair	24	L. Angeles	show	19	Nassau	fair	27	Toronto	show	8
	Barcelona	sun	17	Cardiff	drizz	12	Las Palmas	cloudy	21	New York	show	8	Tunis	cloudy	18
	Beijing	fair	7	Geneva	fair	10	Umea	cloudy	27	Nice	sun	15	Vancouver	sun	11
	Belfast	rain	12	Chicago	fair	5	Valparaiso	cloudy	15	Oslo	fair	7	Venice	fair	14
							London	cloudy	15	Oslo	fair	7	Venice	fair	14
							Luxembourg	drizz	9	Paris	fair	13	Warsaw	rain	5
							Lyon	fair	10	Perth	sun	38	Washington	fair	12
							Madeira	show	19	Prague	cloudy	12	Washington	show	15
							Madrid	sun	19	Rangoon	hazy	33	Winnipeg	snow	8
							Majorca	fair	19	Reykjavik	snow	1	Zurich	sun	12
							Manila	drizz	13	Riyadh	sun	28			
							Manila	cloudy	30	Rome	sun	16			

Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

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# FINANCIAL TIMES COMPANIES & MARKETS

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Monday March 7 1994

**Vita**  
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## Digital cuts 6,000 jobs in Europe

By Alan Cane

Digital Equipment, the troubled US-based computer manufacturer, is to cut up to 6,000 jobs in Europe over the next 12 months. The cuts represent about 20 per cent of the workforce and are twice as large as anticipated earlier this year.

The redundancies are key to a regeneration plan being put in place by Mr Vincenzo Damiani, who took over as head of Digital Europe in January. Letters were being sent this weekend to staff throughout Europe, explaining the rationale for the plan.

The company, once second only to IBM as a computer supplier, is suffering from declining sales and unsustainable overheads. About 50 per cent of its revenues derive from European operations and it has been hit hard by the recession in key European markets.

In common with other large computer manufacturers, Digital was slow to appreciate the importance of personal computers or to anticipate the emergence of networks of small computers as replacements for expensive, mainframe systems. The smaller systems command

low gross profit margins.

For the six months to January 1 this year, Digital reported a net loss of \$155.3m compared with a loss of \$334.4m in the same period the year before.

Mr Damiani, formerly a senior executive at IBM, said that on arrival he had put in place project teams to analyse the company's business model. The teams had now reported and their conclusions were the basis of the decision to cut numbers from approximately 29,000 in Europe to under 25,000.

Mr Damiani said that, commercially, Digital had failed to work coherently with its business partners - software companies, systems integrators and distributors, who sell Digital computers directly to customers and who add value in the form of special software.

The new strategy is designed to avoid competition for customers between Digital and these partners. The company's 500 key European accounts will be covered by dedicated account executives. "They will be measured on the percentage that Digital takes of the customer's total information technology spend, no matter what channel is used," Mr Damiani said.

## Peruvian business to issue Eurobonds

By Sally Bowen in Lima

A consumer goods and pharmaceuticals group plans to become the first Peruvian company for over a decade to make a Eurobond issue, marking a big step in the nation's financial rehabilitation.

The Rodriguez Group hopes to raise \$40m. It will participate in the group's \$67m acquisition two weeks ago of Cementos Yura, a formerly state-owned cement producer.

Lead manager for the issue is VestcorpPartners Group, a Latin American investment bank with offices in Miami and London. VestcorpPartners is

underwriting the issue and taking a 15 per cent stake in Cementos Yura.

Peru has been largely marginalised from the international financial community for 25 years, with predominantly statist and protectionist democratic governments succeeding a long period of rule by left-wing military.

But since the election of President Alberto Fujimori in 1990, it has mended its fences with international creditors. Arrears with multilateral organisations have been settled and it is following an IMF-monitored economic programme.

## Bae in talks with Giat over Royal Ordnance

By Alan Cane

British Aerospace said yesterday that it has been in talks for some weeks with the arms manufacturer Giat, which could lead to collaboration in some form between the state-owned French company and the BAE munitions subsidiary Royal Ordnance.

A BAE spokesman said the talks were exploratory, no agenda or timetable had been set and there was no guarantee of their outcome. He did not rule out the possibility of a merger between Giat and Royal Ordnance, but compared the

talks with the protracted negotiations between BAE and the French Matra-Hachette group, which are expected to lead to the two companies merging their guided weapons activities.

Royal Ordnance, sold to BAE by the government in 1987, is believed to be losing money in spite of extensive restructuring. It has been struggling to find export orders to offset declining defence hardware requirements in the UK. In January, BAE cut more than 400 jobs at the Ordnance's Chorley factory in Lancashire. The Ordnance now has a total UK workforce spread over 12 sites

of about 4,500 compared with 15,000 at the time of the sale to BAE. A further 1,000 staff are employed in Germany.

The BAE spokesman said the Ordnance and Giat were investigating the possibility of pooling resources to improve the quality of their businesses. Both Royal Ordnance and Giat manufacture guns and ammunition. They compete in certain areas and might continue to do so even if co-operation was agreed, the spokesman said.

BAE, which reported a loss before tax of £273m (\$388.58m) last month, has been refocusing on its core activities of

defence and aerospace, selling off Rover Cars to BMW and also disposing of Corporate Jets and the Ballast Nedam group of construction companies.

Giat, which recorded a loss of FF400m (\$68.88m) on sales of FF11.3bn in 1993, was transformed from a defence ministry agency to a semi-autonomous state owned company in 1990. It is one of the group of state-owned companies that the French government is anxious to privatise.

Neither Giat nor the French industry ministry were available for comment last night.

## The world's leading central banks find one class of investment group almost beyond the reach of their influence. John Gapper and Richard Waters report

On the face of it, the Group of Ten central bankers gathered in Basel today to discuss the state of global financial markets might as well not waste their breath on hedge funds. It is not only hard to define which investment funds fall into this category, but also bankers' powers to sway them are extremely weak.

Central banks do not have the direct control over hedge funds that most of them do over banks. The funds - although mostly managed in the US - tend to be based offshore and are not supervised by bank or securities regulators. Nonetheless, the G10 central bankers have three reasons to be worried about these funds.

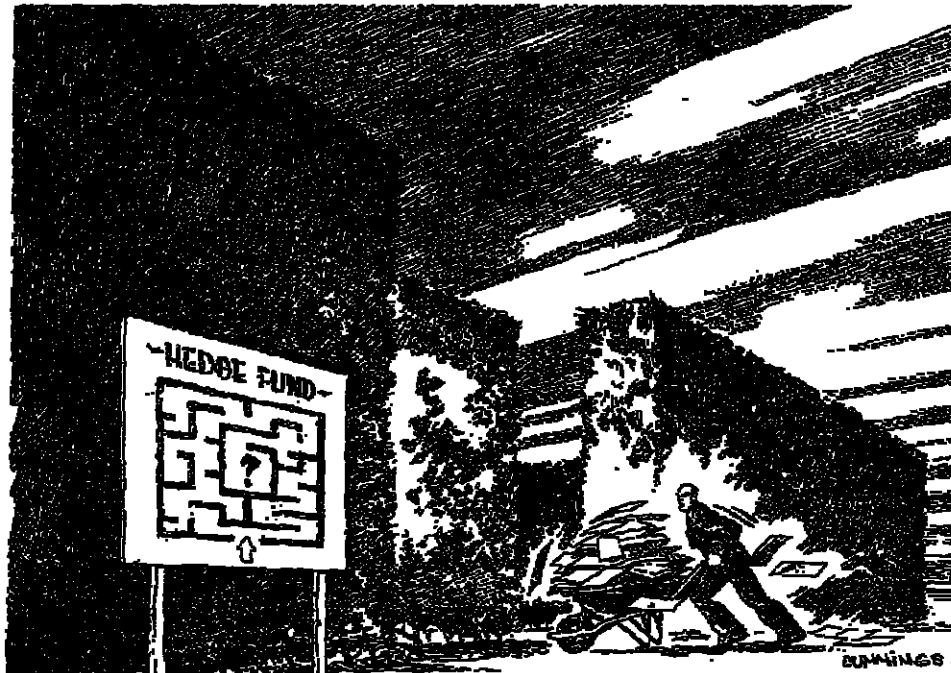
First, they appear to have added to volatility by selling as bets on currency, securities markets and derivatives went wrong. Second, heavy losses could make funds default on loans from banks. Third, funds that could not settle contracts might spark off a chain reaction affecting financial systems.

This combination of concern, and the inability to do much to address it, may well disquiet central bankers. The question is whether they will either try to create regulations to allow them to intervene directly, or try to exert greater indirect influence on hedge funds through supervised banks.

The first approach carries both practical and theoretical problems. In practical terms, it is hard to draw a boundary between hedge funds and other funds that manage institutional and private client money. Any change in regulations would be complex and would have to be co-ordinated across borders.

The theoretical problem is that hedge funds appear to be doing nothing wrong. Leverag-

## Hedge funds put G10 in quandary



ing risk to make big gains in the short term, while risking sharp losses, is a common investment strategy. Regulating funds to prevent a particular trade-off between risk and reward would be heavily divisive.

This leaves central banks with the possibility of exerting indirect influence through banks. There is a promising start in that funds often leverage their capital by buying securities and derivatives in tranches, then borrowing more cash against the positions to make further purchases.

This exposes banks to credit risk, a legitimate concern of supervisors. Banks hold securities of the same value as the cash they lend, with an extra margin of perhaps 5 per cent to cover risk. Most mark the value of the securities to market each day to ensure that they are not over-exposed.

These activities are being examined by the Bank of England and the US Federal Reserve, although a director of one large UK bank says that most of such lending is done in the US. Like other corporate lending, there has been some

pressure on margins as banks compete for business amid weak demand for loans.

One New York bank, which says that it only trades with hedge funds in foreign exchange markets, claims it requires a margin of 5 per cent, but that others will trade at lower margins. "Some [margins] just aren't big enough to cover the daily swings you get in today's markets," a banker says.

Volatile markets can eat up margins. Mr John Leonard, an analyst at Salomon Brothers, says that positions can move

substantially overnight. "You have to be aware if a fund is heading south quickly - where is the next margin call going to come from?" says one bank's head of risk management.

Banks find it hard to assess credit risk accurately because hedge funds are not credit rated, and hold a complex range of financial contracts. Some funds also refuse to provide net asset valuations, an essential tool for banks assessing the overall health of funds as financial counterparties.

In spite of such problems, the most recent proposals on market risk by international bank supervisors could require banks to set aside less capital against hedge fund exposures. At the moment, all reductions in the value of securities held against loans to funds count as potential losses to banks.

This would change under the netting proposals issued by banking supervisors last year along with proposals on market risks. Commercial banks should in future be allowed to net off losses in the market value of securities against the extra cash margin deposited with them by hedge funds.

Bankers argue that credit risks can be exaggerated. Banks can call for extra margin payments if securities fall in value sharply, and lose only if funds fail. "This is not a credit quality issue," one banker says. "It is to do with what happens to markets if funds all head for the exit at once".

They also argue that they have been dragged into the debate illogically. "Regulation only affects people who are easily regulated, and that usually means us," a banker says. Yet no matter how clumsy the weapon, it may be the only one available if today's meeting opts to crack down on hedge funds.

### Markets this week

Starting on page 22

#### MARTIN DICKSON: GLOBAL INVESTOR

Securities markets recovered a little by the weekend after a few days of extremely volatile trading, but the mood remains fragile, with eyes on the US Federal Reserve. Page 22

#### GRAHAM BISHOP: ECONOMIC EYE

Although many have written off European monetary union, the project remains alive. economic recovery has raised political spirits and spurred on integration. It could well happen again. Page 22

Bonds: Amid a "buyers' strike" in world bond markets, governments are beginning to worry about who will buy their debt as most auctions have yielded dismal results. Page 24

Wall Street: The stock market faces a quiet week, with nothing on the economic agenda to match the import of last week's jobs figures. Page 25

Emerging markets: Late last year investors in Mexican equities were awaiting the moment when the market would switch from being a Latin American to a North American one. Such a view has received a serious blow. Page 23

Currencies: Foreign exchanges expect the Bundesbank to trim the repo rate tomorrow, while US data will be watched for signs of inflationary pressures. Page 31

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### This week: Company news

#### VOLVO

#### Silver lining to a year of drama and cost

Volvo, Sweden's biggest manufacturer, will on Thursday report its results for 1993 - a momentous year in which it forged a merger with France's Renault only to renege on the deal in December in the face of a shareholder and management revolt.

The immediate impact of the merger's collapse - and the subsequent unravelling of a three-year-old alliance between the two motor groups - will be to drag Volvo down to a pre-tax loss for the third time in the past four years. This will follow the SKR3.3bn (\$410m) pre-tax loss incurred in 1992.

Volvo said last month, when it and Renault finally parted company, that it would write off SKR5.2bn against 1993 earnings in goodwill and provisions related to the dismantling of cross holdings in the state-owned French company.

But Volvo will direct attention towards a much more favourable underlying picture of rapidly rising profits at the operating level.

One Stockholm analyst predicts a profit before write-downs and minority items of almost SKR2.7bn. This kind of forecast has fuelled the resurgence of Volvo's share price. In Swedish eyes at least, the company threw off the shackles of a partner whose privatisation was uncertain, whose profits were sagging and whose dominance of the merged company seemed certain.

Swedish investors expect Volvo to comment on a number of favourable factors. The pay-off from the dramatic devaluation of the Swedish krona is coming through strongly, new model development costs are at a low point and sales are picking up in Sweden, the US and the UK.

But shareholders will have to wait until the annual meeting in April for answers to the more worrying question of what its long-term strategy will be now that it is without a partner in the tough motor industry world.

#### BTR

#### Uneasy questions for acquisitive animal

Why have shares in BTR, the UK industrial conglomerate, underperformed the market by about 30 per cent since last August? That question is likely to be exercising executives as they prepare to present the group's 1993 results on Thursday.

BTR warned in September of an uncertain recovery in the second half. Analysts trimmed their forecasts and now expect pre-tax profits of £1.25bn (\$1.78bn) compared with £1.05bn.

But Mr Alan Jackson, chief executive, will also want to dispel some of the less tangible unease. This has encompassed everything from executive departures to Mr Jackson's sale in January of half his shares.

A more long-standing issue is the extent of BTR's reliance on acquisition accounting. BTR has used up nearly all the provisions set up when buying Hawker Siddeley, the aerospace and engineering group, for £1.5bn in 1991.

Analysts will ask what provisions have been created for Renford, the US industrial group bought for \$200m in December. Some who felt BTR might have overpaid for Renford will also be scrutinising its likely profit contributions, especially as the deal pushed debt-equity gearing above 90 per cent.

Perhaps Mr Jackson's main task is to reassure shareholders that economic upturn will benefit BTR as well as more obvious recovery stocks.

#### OTHER COMPANIES

#### SBC weighs up its rocket scientists

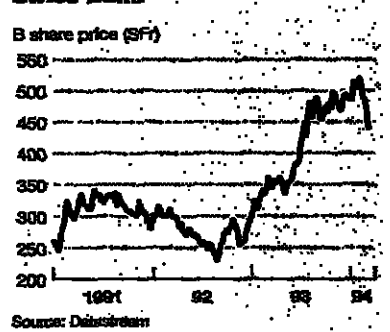
Investors will be hoping that the directors of Swiss Bank Corporation will explain at their annual press conference on Wednesday the 44 per cent jump in provisions last year to SF2.8bn (\$1.9bn). Of special interest is the portion paid to the former O'Connor "rocket scientists" - a team of derivatives specialists brought in from a Chicago partnership - as it will indicate how profitable SBC's highly respected derivatives business has become. SBC has already announced 1993 net income of SF1.37bn, up 36 per cent.

CS Holding: Switzerland's largest financial group publishes 1993 results on Tuesday, and they are bound to be good. Credit Suisse, the bank which accounted for over 80 per cent of 1992 group profits, has just reported a 53 per cent jump in net income and CS First Boston, the New York investment bank subsidiary, an 87 per cent leap.

The question is whether CS will be less miserly with a dividend increase than the other two big Swiss banks.

Maclean Hunter: The Canadian publishing and broadcast group is expected this week to unveil its preferred alternative to a C\$2.8bn (\$2.1bn) takeover bid by Rogers Communications. MH says it has lined up buyers or partners for each of its three main businesses: printing and publishing, US cable-television and Canadian cable. But it has yet to show

#### Swiss Bank



its hand. Shareholders have until March 15 to respond to Rogers' C\$17-a-share offer.

Valeo: The French car components group will announce 1993 results tomorrow. The company has already indicated that sales fell by 3 per cent to FF20bn (\$3.3bn), demonstrating some resilience to the downturn in the European motor industry.

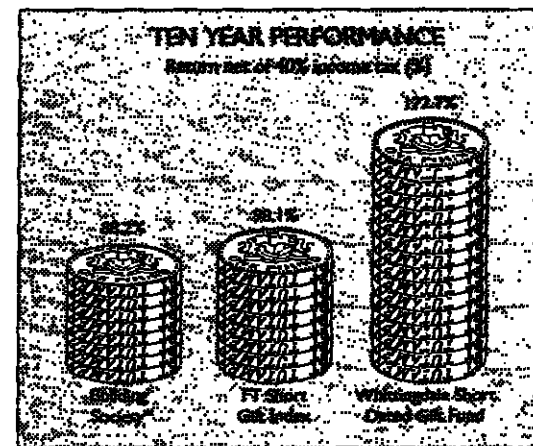
EuroDisney: The leisure group and its US parent Walt Disney are braced for another week of meetings with representatives of EuroDisney's creditor banks over its financial rescue. On Friday the banks urged Disney to make concessions in its financial relationship with EuroDisney.

Japanese steel: Nippon Steel, NKK, Kawasaki Steel, Sumitomo Metal Industries and Kobe Steel, are this week expected to revise down their forecasts for the year about to end, due to the prolonged downturn.

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All performance is to the 1/2/94 and has been calculated offer to bid (after all charges) with income reinvested net of income tax at 40%. Over 5 years the Short Dated Gilt Fund, an authorised unit trust, has given a net return of 10.6%. Tax rates and relief are dependent on the individual's circumstances and are subject to change. No allowance has been made for capital gains tax. Whittingdale Unit Trust Management Limited is a Member of IMRO and LAUTRO. Whittingdale Limited is a Member of IMRO. \*Source: HSW Limited.



## COMPANIES AND FINANCE

## Westland hits out over orders

By Tim Burt

Westland, the helicopter manufacturer, yesterday claimed GKN was trying to undermine its order prospects as part of its £498m hostile takeover bid.

The Yeovil-based company accused Sir David Lees, chairman of the engineering and industrial services group, of exploiting extracts from its defence document to persuade shareholders that most of its orders could be cancelled or postponed.

It was responding to an open letter from Sir David, which attempted to play down hostility between the two companies, but went on to describe

the group's prospects as speculative and uncertain.

Mr Alan Jones, Westland chairman, said: "He knows our prospects are strong. He is raising questions over orders and wants our shareholders to sell at a discount - that's certainly hostile."

GKN, which already controls 45 per cent of Westland, has offered shareholders 290p per share - a discount of almost 12 per cent to Friday's 329p closing price.

Mr Jones also dismissed an offer by GKN to alter the terms of a potential compensation package to Westland shareholders arising out of a damages claim against the Arab Organisation for Indus-

trialisation.

Under its original offer last month, the engineering group promised a partial pay-out should Westland receive more than £38m in damages from the AOI, which has been ordered to pay £385m over cancelled helicopter orders.

GKN has now reduced the threshold for a share-out of any damages to £65m, reflecting the £25m - some £17m after tax - which Westland has already received in partial compensation.

Although GKN admitted the revised terms "do not materially change the offer", Sir David said: "Our offer price of 290p plus the AOI entitlement

is a very fair one which properly reflects the prospects for Westland."

Sir David Lees is meeting executives from Standard Life and Scottish Widows in Scotland today. These together control 5.5 per cent of GKN and hold small stakes in Westland.

His efforts, however, are expected to concentrate on M&G and Schroders, which hold more than 25 per cent of the helicopter company. The two companies are also the largest institutional shareholders in GKN - together controlling 9.5 per cent.

Support from either group would secure Westland for GKN.

## QMH has big proxy vote in its favour

By Maggie Urry

Queens Most Houses, the hotel group, is understood to have substantial proxy votes in favour of resolutions to be put at two extraordinary meetings tomorrow.

If the resolutions, which confirm the group's £2bn borrowing limit, are not passed the company will not be able to continue trading. Shareholders are unlikely to receive any new information about progress of financial restructuring, disposals or current trading. The group should soon receive the latest property valuation, which will be incorporated in the 1993 accounts.

However, some holders may use the meeting to raise other questions. Mr John Bairstow, former chairman, said last week that the resolution being put should be divided into two.

The first approving the borrowing limit and the second releasing present directors from any liability caused by the error which called the borrowing limit into question.

Mr Bairstow said if the resolution was in two parts then shareholders could vote on each issue separately. QMH dismissed his suggestion yesterday, saying that the two parts of the resolution were "inextricably linked".

The second meeting is for holders of the 7 per cent convertible preference shares who were mistakenly excluded from voting on borrowing powers at annual meetings.

Shareholders may also ask who was responsible for the oversight which necessitated the meetings.

The problem dates back to 1989 when the preference shareholders were first omitted from voting on a change of borrowing powers.

## Ladbroke goes back to casinos after 14 years

By Tim Burt

Increased demand for gambling has prompted Ladbroke, the hotels, betting and home improvement group, to consider relaunching its casino business for the first time in more than 14 years.

The company, which last week reported a 21 per cent fall in pre-exceptional profits to £117.5m, hinted yesterday that it was keen to exploit the success of the gaming industry, particularly in the US where it earns more than \$10m a year.

Plans to revive the division would mark Ladbroke's first return to casino operations in Britain since 1979, when it was ordered to surrender three licences following legal action about the way it tried to win business from rival companies. "We are looking at expanding our interests in gaming around the world, and that includes the UK," the company said.



Peter George: US gaming guru in more than \$100m a year.

A return to casino operations is expected to begin in the US where Ladbroke has been awarded gaming licences in four states: California, Texas, Pennsylvania and Michigan. "The US is the biggest

growth market, and we'd like to see significant growth out of casino and gaming operations there," the company added.

The proposals are thought to have been encouraged by Mr Peter George, Ladbroke's recently-promoted chief executive, and Mr Mike Smith, the former head of bookmaking at William Hill - who is joining the group shortly as head of gaming operations.

Mr George, a former managing director of the company's racing operations, is said to have sanctioned the move following his appointment in January and the retirement of Ladbroke founder Mr Cyril Steel.

The company's renewed interest in casinos has emerged within days of it admitting that trading conditions at its Hilton International hotels subsidiary remained difficult and that product cutbacks were necessary at Texas Home-care, the DIY chain.

## 600 Grp to launch new lathe range

By Andrew Baxter

600 Group, the manufacturer and distributor of machine tools and materials handling equipment, will next month launch a new range of low-cost Colchester lathes specially designed for small engineering companies.

The launch is an important move for 600 Group. Within two to three years, it hopes to be producing several hundred of the new Tornado machines each year from its 600 Lathes plant in Heckmondwike, West Yorkshire.

The three new machines will be priced from £34,950 to £47,950 in the UK, and could add £5m to 600 Group's profits within a few years, said Mr Colin Gaskell, managing director.

In the year to March 1993, the company incurred pre-tax losses of £3.4m.

The launch follows a two-year, £500,000 development programme and a market research exercise among 3,500 small engineering companies worldwide to assess their needs for CNC (computer numerical control) lathes.

## Robert Wiseman Dairies likely to have £60m value

By James Buxton

Robert Wiseman Dairies, the Scottish milk company which concentrates on supplying branded milk in cartons to stores in Scotland, is coming to market towards the end of this month via an institutional placing by Panmure Gordon which is likely to value the family-owned company at about £60m.

The placing should raise between £15m and £16m, leaving 75 per cent of the company in family hands.

It comes to the market at a time of big changes in the UK milk industry. Later this year the government intends to abolish the milk marketing boards, which have a monopoly on buying milk from farmers. Dairy Crest, the milk processing and supply subsidiary of the MMS in England, is also likely to be floated.

Whereas in England nearly 60 per cent of milk is still delivered to the customer's doorstep, in Scotland most people buy it from a supermarket or corner shop. Early recognition of the trends which produced that state of affairs lie behind Wiseman's fast growth. It is now expanding in northern England, where doorstep deliveries are also in decline.

Wiseman, as a traditional dairy company which processed and delivered milk to the doorsteps around Glasgow, became convinced by the late 1970s that doorstep delivery was dying out.

"Increasingly the Scottish housewife was going out to work, leaving home before the milkman had come, and found it easier and cheaper to buy milk at a shop," says Mr Alan Wiseman, the 43-year-old executive chairman.

He and his brother, Robert, run the business which was founded in the late 1940s by their father, also called Robert.

Wiseman decided to concentrate on the wholesale market, and invested in systems for providing milk in non-returnable containers to supermarkets such as Asda and Tesco under their own labels. However, this meant that Wiseman's own identity was disappearing, so in 1989 it launched its own brands of liquid milk and put its black and white logo on its cartons and big trucks.

Wiseman claims to have 22 per cent of the Scottish milk market and to be its second largest processor and supplier, coming after Scottish Pride, the Scottish Milk Marketing Board's offshoot. More than half Wiseman's milk goes out under its own brand.

Its doorstep deliveries are franchised to self-employed milkmen. The proportion of Scottish milk delivered door to door is now only 22 per cent, having fallen from 44 per cent in 1983.

In England that proportion has declined from 85 per cent in 1983 to 58 per cent last year. Wiseman's turnover grew by 44 per cent between 1991 and 1993, when it reached £46m. Pre-tax profits in 1993 were £3.3m. Turnover for the year to March 31 1994 is expected to be about £60m and pre-tax profits to be about £4.5m.

Last year the chairman and his brother were paid £285,000 in salary and bonuses, making them among the best paid directors in Scotland. But the way they are remunerated will change as the company is restructured for flotation.

## National Bank of Bahrain



بنك البحرين الوطني

## 1993 FINANCIAL RESULTS

(In US\$ Millions)	1993	1992	1991	1990	1989
Net Income	43.27	31.41	27.69	23.94	21.46
Dividend	21.28	17.02	14.89	14.89	14.89
Total Assets	1953.43	1723.75	1834.33	1611.17	1757.02
Total Deposits	1674.79	1473.35	1588.83	1375.90	1519.39
Shareholders' Equity	238.56	212.02	199.47	188.19	189.53
Return on Average Equity	18.55%	15.27%	14.28%	12.98%	12.07%
Return on Average Assets	2.35%	1.77%	1.51%	1.42%	1.34%

## Statement of Condition

As at 31 December 1993

	31 Dec. 93	31 Dec. 92
ASSETS	US\$	US\$
Cash and Balances at Central Banks	55.43	49.81
Treasury Bills	87.87	227.58
Placements with and Advances to Banks and other Financial Institutions	342.39	712.39
Money Market Instruments	-	58.46
- Banks and other Financial Institutions	-	5.00
- Non-Banks	-	-
Trading Securities	43.67	10.00
Loans and Advances to Non-Banks	480.85	439.39
Investment Securities	-	-
- Long Term	33.70	178.22
- Short Term	850.18	-
Investment in Associated Company	-	5.69
Accrued Interest Receivable and Other Assets	38.64	26.73
Fixed Assets	12.10	10.48
TOTAL ASSETS	1953.43	1723.75

LIABILITIES		
Due to Banks and Other Financial Institutions	394.41	335.82
Borrowings under Repurchase Agreements	86.46	-
Customers' Deposits	1192.81	1136.49
Certificates of Deposits - Non-Banks	-	1.84
Directors' Remuneration (Subject to Shareholders' Approval)	0.27	0.27
Dividend Proposed (Subject to Shareholders' Approval)	21.28	17.02
Accrued Interest Payable and Other Liabilities	26.54	21.09
TOTAL LIABILITIES	1722.87	1511.73
SHAREHOLDERS' EQUITY		
Share Capital	85.19	85.19
Reserves and Retained Earnings	145.46	126.92
TOTAL SHAREHOLDERS' EQUITY	238.56	212.02
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	1953.43	1723.75

Abdul Aziz Al-Farooqi  
Chairman

Yousef Khalil Al-Husseini  
Deputy Chairman

James Al-Jarrah  
General Manager & Chief Executive Officer

National Bank of Bahrain BSC P.O. Box 106, Manama, State of Bahrain. Telephone 258800 Fax 211307

## Statement of Income, Expenses &amp; Appropriations

For the year ended 31 December 1993

	31 Dec. 93	31 Dec. 92
INCOME	US\$	US\$
Interest Earned	102.13	35.88
Less: Interest Expense	82.77	35.19
Net Interest Income	49.36	40.69
Other Income	37.57	14.60
Net Interest and Other Income	86.93	55.29
OPERATING EXPENSES		
Staff	18.81	13.16
Other	18.53	8.28
Total Operating Expenses	37.34	21.44
Net Income Before Provisions	49.59	33.85
Provisions	14.92	2.44
NET INCOME	43.27	31.41

Net Income available for appropriations	43.27	30.85
Net Income attributable to Associated Company	-	0.56
APPROPRIATIONS (Subject to Shareholders' Approval)		
Dividend at 25% (1992-20%)	21.28	17.02
Directors' Remuneration	0.27	0.27
Donations and Contributions	2.15	1.51
	23.70	18.80
Retained Earnings for the year	19.57	12.56
Retained Earnings Brought Forward	6.29	4.81
	25.77	17.39
Transfer to General Reserve	13.39	10.63
Transfer to Statutory Reserve	2.86	-
Transfer to Revaluation Reserve for Associated Company	-	0.56
Retained Earnings Carried Forward	9.51	6.20

BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT
Telefonos de Espana (Spain)	CPT/Entel (Peru)	Telecoms	£1.34bn	Success for privatisation package.
Hollinger (Canada)	Sun-Times (US)	Publishing	£121m	Urban market move
St George Bank (Australia)	Unit of Barclays (UK)	Banking	£94m	Strategic retail divestment
Tecap Corp (Canada)	Nunachiaq (Australia)	Mining	£69m	MMI sells its half
Heineken (Netherlands)	Zywiec (Poland)	Brewing	£27m	Agreed 24.9% stake
English China Clay (UK)	Kost Brothers (US)	Building materials	£21.5m	Strategic cash buy
Smith & Nephew (UK)	BSN B Braun-S&N (Germany)	Healthcare	£1.9m	Buying outstanding 50%
Electrocomponents (UK)	Radio Spares Components (NZ)	Electronics	£1.6m	Cash transaction
ABC (US)	Unique Broadcasting (UK)	Broadcasting	n/a	Taking minority stake
Berlinsam (Germany)/ Canal Plus (France)	Joint venture	Broadcasting	n/a	Developing relationship

Application has been made to the London Stock Exchange for the whole of the ordinary share capital of Mercury European Privatisation Trust plc and all of the warrants, issued and to be issued pursuant to the Placing, the Intermediaries Offer and the Offer for Subscription to be admitted to the Official List. It is expected that such admission will become effective and that dealings in the ordinary shares and the warrants (in units of five ordinary shares and one warrant) will commence on Friday, 11th March, 1994. Separate dealings in the ordinary shares and warrants are expected to commence on Monday, 25th April, 1994.



## MERCURY EUROPEAN PRIVATISATION TRUST plc

(Incorporated and registered in England and Wales under the Companies Act 1985 with registered no. 2885609)

Result of Placing, Intermediaries Offer and Offer for Subscription of up to 115 million units at 500p per unit (each unit consisting of five ordinary shares of 25p each and one warrant)

sponsored by S.G. Warburg Securities Ltd.

Mercury European Privatisation Trust plc is a new investment trust which will invest in privatised companies throughout Europe (including the UK) with the objective of achieving long-term growth in capital and income.

## Placing

65 million units (£325 million) have been placed by S.G. Warburg Securities Ltd.

## Intermediaries Offer

The Intermediaries Offer of 20 million units (£100 million) which closed on 25th February, 1994 was subscribed to the extent of 19,077,280 units (£95.4 million) with applications being received from 130 Intermediaries. All valid applications under the Intermediaries Offer will receive a full allocation.

## Offer for Subscription

The Offer for Subscription of 30 million units (£150 million) as extended by the 922,720 units not subscribed under the Intermediaries Offer received 43,607 applications in respect of 31,708,200 units (£158.5 million). As a result the Offer for Subscription was over-subscribed by 785,480 units (£3.9 million). All valid applications under the Offer for Subscription will receive a full allocation other than in the case of those applicants who applied for more than 3,000 units (£15,000), who will receive 81.5 per cent. of the amount they applied for, subject to a minimum of 3,000 units (£15,000).

The Placing, Intermediaries Offer and Offer for Subscription have in aggregate raised £575 million for the Company.

7th March, 1994



## COMPANIES AND FINANCE

## Astra calms health fears over its anti-ulcer drug

By Hugh Carnegie  
in Stockholm

Astra, the Swedish pharmaceuticals group, yesterday insisted there were no scientific grounds to justify a threat by the German authorities to bar an intravenous application of its anti-ulcer drug Losec, the company's biggest-selling product and the world's fifth-largest selling prescription drug.

News that BGA, the German health agency, was considering withdrawing approval of the intravenous injectable form of Losec on the suspicion that it was linked to hearing and eye disorders sent Astra's share

price lurching downwards by 7 per cent on Friday. Astra A shares recovered later to end the day down 3 per cent at SKR171, but the company will be watching anxiously today to see if investors react further.

The German action followed the appearance of vision and hearing impairments in patients being treated intravenously with Losec for bleeding ulcer conditions. The BGA said it was concerned that omeprazole, the active substance in Losec, caused the condition. In a letter to Astra, the agency gave the Swedish company three weeks to respond.

Mr Staffan Ternby, investor relations chief at Astra, said

the company had been aware of the problems in the bleeding ulcer patients since last autumn. Investigations by the group and by outside specialists had since found no evidence to link Losec to the conditions, he said. Astra believed they were caused by the underlying disease affecting the patients, not the drug.

"We are confident we can show scientifically that there is no connection. We are not too worried by this letter from the German authorities," he said.

Intravenous injection accounts for only a small percentage of Losec sales. But total sales of the drug were SKR127bn (\$16.1bn) in 1993.

## Bronfman shares lifted by stake speculation

By Bernard Simon in Toronto  
and Matthew Curtin in Johannesburg

Share prices of companies controlled by Toronto's Bronfman family jumped late last week in the wake of reports that Anglo American of South Africa was negotiating to acquire a large stake in the Canadian resources, real estate and financial services empire.

Anglo American and the Bronfman group declined to comment, which suggested that the South African conglomerate might invest an initial C\$300m (US\$227m) in one of the Bronfmans' top holding companies.

Anglo, through Minero, its international resources arm, is said to be interested in Noranda, the Toronto-based mining, forestry and energy group. Noranda shares gained C\$1.25 last week to C\$36.25.

Mr Alf Powis, Noranda's chairman, said that "there have been conversations between the [Bronfman] group and Anglo American." However, Mr Powis said he was under the impression that the contacts had been terminated.

## VW builds a platform for growth

Kevin Done looks at the German carmaker's rationalisation plans

Volkswagen's radical plan to rationalise its new product development and engineering operations is important for the group's chances of achieving long-term profitability.

The strategy calls for a reduction in the number of the group's basic car chassis platforms from the present 16 to four by the early years of the next decade.

"It will take seven, eight or nine years to complete," says Professor Ulrich Seifert, VW research and development director and chairman of the group product strategy committee.

The present "platform confusion" results from the historical development of the group, he says, although he admits that earlier managements of which he was part had been too weak in failing to rationalise the group's sprawling product range.

"In a world of shrinking engineering capacities but global operations, and with the opening of previously closed markets, there is a need for a new strategy," he says.

While VW has introduced new technology and platforms for its mainstream models, such as the third generation VW Golf launched in the autumn of 1991, it has left earlier generation models in

production at overseas plants.

Mr Ferdinand Piëch, the controversial chairman of the VW group management board, who is leading a ruthless corporate revolution at Europe's biggest carmaker, is adamant that this wild proliferation must be controlled. The group's future product development will be streamlined.

Prof Seifert, who was demoted from the VW group board in one of Mr Piëch's early purges of top management last year only to be reinstated on the board last autumn, is the man appointed to lead the implementation of the new platform strategy.

He is introducing a strategy in which there will be only one lead developer in the group for each of four basic platforms, but there will be several users of each platform, which will develop their own distinctive models under their own brand names.

"Under the skin" models of one platform will be largely identical with many shared components, but the parts of the car visible to the customer - for example body styling or interior trim - will differ.

"There are a lot of parts that we can make identical for all cars from one platform, the ABS braking system, the air-

conditioner, water pumps, airbags or fuel injection nozzles. You can standardise. No one is interested if the airbag inflator comes from one company or another. The customer only wants it to work," says Prof Seifert.

All of the four platforms will be designed and developed in Germany, two by the Volkswagen division and two by Audi. Derivatives may then be developed by any of the four brand-name divisions.

Volkswagen will develop the AO small car (Polo) and the lower-medium (Golf) A platforms, while Audi will develop the executive car B platform and the luxury car D platform.

The AO small car platform will be the basis for the new generation Polo to be launched in the autumn, but it will also spawn the replacement for the Skoda Favorit, and the next generation Seat Ibiza. The A platform will be the basis for the next generation Golf but also for a small Audi, for the Seat Toledo replacement and a new product range for Skoda.

Prof Seifert defines a car platform to include the drive train from radiator and fan to the engine and engine mounting, fuel lines, gearbox and gear shift, steering column, fuel tank, brakes and cables, exhaust system, front and rear axles, foot controls and wheels.

For each platform these will be common, he insists. The differentiation will come in body styling, the dashboard, the seats, the bumpers - "everything above the floor pan and the drive train".

He claims that 55 per cent to 60 per cent of the whole development cost for a new car is in the platform. This is where he hopes the savings will come. The platform leader may have 10 per cent more costs, but all the platform users will be saved the entire platform development cost.

The gains Prof Seifert promises to reap for the group will be:

- Increased flexibility and transparency between plants producing derivatives of the same platform. Production could be switched more easily between plants. "We will be able to compare plants worldwide, there will be no discussion any more of the contents of the cars."
- Greater certainty in the start-up phase of new models with shared parts and systems.
- Lower purchasing costs for components because of much higher purchasing volumes and improved chances for global sourcing. The new Golf A platform with its derivatives could be produced in a volume of 1m-1.5m units a year.

## Sime Darby profits rise 12%

By Kieran Cooke  
in Kuala Lumpur

Sime Darby, the Malaysian-based conglomerate which claims to be south-east Asia's biggest multinational, has announced pre-tax profits for the six months to December 31 1993 of M\$420m (US\$150m), a 12 per cent rise on a year ago.

Group turnover was up 18 per cent to M\$3.9bn. Sime Darby, once plantation based,

is involved in a wide range of activities including motor vehicle assembly, the oil and gas industry, heavy equipment franchises, property and, most recently, the power sector.

Sime's operations in Hong Kong, where it is the main automotive and heavy equipment distributor, contributed most to overall group profits through activities in Malaysia, particularly in the fast expanding infrastructure sector.

Pre-tax profits on Hong Kong operations increased to M\$96m from M\$72m in the six-month period compared with the equivalent period in the previous year. Pre-tax profits on Malaysian operations went up to M\$94m from M\$79m.

Pre-tax profits were generally unchanged across most other divisions of the company although there was a steep fall in profits in the plantations sector.

## ICI, Amoco in China \$6m polyester venture

Imperial Chemical Industries of the UK and Amoco of the US have each taken strategic stakes of 2.5 per cent in the Yizheng Chemical Fibre Company, China's biggest polyester producer, which is being floated on the Hong Kong stock exchange. The stakes are worth US\$6m apiece.

Yizheng is claimed to be the world's fifth biggest polyester producer. Mr Alan Spill, ICI's finance director, said the company was a large customer. "We are talking about a number of things we might do together," he said.

ICI, which got rid of its fibres operations in the 1980s, said it did not intend to re-enter the fibres market. However, it recently completed a £150m (\$226m) plant in Taiwan making terephthalic acid (TPA), a raw material for polyester manufacture.

## Generali premium income rises 13.5%

Aggregate premium income at Generali, Italy's biggest insurance company, rose 13.5 per cent to L19,200bn (\$11.3bn) in 1993 after a further strong performance from its joint venture in Spain with Banco Central Hispanoamericano, according to preliminary results, writes John Simkins in Milan.

Generali said the parent company's net profits, which will be revealed after a board meeting in early May, were expected to show an improvement on the L388.5bn in 1992 in spite of a heavier tax burden. "The parent company premium income was L9,550bn, an increase of 8.4 per cent. Adjusted for currency factors, the rise was 4.3 per cent."

## Improvement at Lend Lease

Lend Lease, the large Sydney-based property and financial services group, reported net operating profit of A\$118.9m (US\$85m) for the six months to end-December, up 7 per cent on the year-ago figure, writes Nikki Tait in Sydney.

The increase was held back by a doubled tax charge. At the pre-tax level there was a

17 per cent rise, to A\$144.5m. Meanwhile, Lend Lease confirmed it was considering a bid for the State Bank of New South Wales, Australia's fifth largest bank and in the process of being privatised via a trade sale by the state government.

## HK mass transit group jumps 82%

Hong Kong's Mass Transit Railway Corporation (MTRC) has reported an 82 per cent surge in profits to HK\$735m (US\$95.4m) for the year to December 31 1993, compared with HK\$408m in 1992, writes Louise Lucas in Hong Kong. The company attributed the rise to increases in fares and numbers of passengers, together with lower interest rates on borrowings.

Mr Hamish Mathers, chairman, said sources of recurring income rose 13.4 per cent to HK\$4.58bn. MTRC's borrowings at the year-end stood at HK\$18.58bn. During the year, new committed facilities of HK\$3.98bn were arranged.

## Strong advance at Telekom Malaysia

Telekom Malaysia, the partially-privatised telecommunications utility, has announced pre-tax profits of M\$1.5bn (US\$536m) for calendar 1993, a 20 per cent rise on the previous year, writes Kieran Cooke in Kuala Lumpur.

The Malaysian government floated 25 per cent of Telekom on the Kuala Lumpur stock exchange in late 1990 and the utility is the second largest listed company on the market.

Mr Rashdan Baba, Telekom's executive chairman, said he expected Telekom's customer base to expand by between 13 per cent and 15 per cent over the next few years.

"I believe our profits are a reflection of the scope of the market for telecommunications in Malaysia and we'd like to think management's ability to manage the business for commercial success," he said.

Telekom said operating revenue increased 15 per cent to M\$3.9bn in 1993 while expenditure increased by 12 per cent.

## THE BRENT WALKER GROUP PLC

(Incorporated with limited liability in England)  
(the "Company")

## NOTICE OF RESULT OF MEETING

to  
the holders of the outstanding

Variable Rate Convertible Subordinated Notes  
due 2007  
of the Company


NOTICE OF RESULT OF MEETING  
OF NOTEHOLDERS

NOTICE IS HEREBY GIVEN to the holders of the above Notes that at the Meeting of the Noteholders, convened by the Notice mailed to holders of Notes in registered form on 1st February, 1994 and published in the Financial Times on 3rd February, 1994, held on Friday 25th February, 1994 at 11.00 a.m. (London time) the Extraordinary Resolution set out in such Notice was duly passed.

Registered Office: 19 Rupert Street  
London  
W1V 7FS

7th March, 1994

By Order of the Board of Directors of  
The Brent Walker Group PLC  
K. G. Dibble  
Secretary



**Cookson**  
material solutions for industry worldwide

Results - Year ended 31 December 1993			
	1993	1992	Increase
Turnover	£1431m	£1238m	+ 16%
Pre-tax profit	£95m	£60m	+ 59%
Earnings per share	12.1p	8.0p	+ 51%
Final dividend	3.3p	3.0p	+ 10%

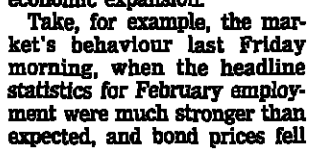
Continuing progress towards superior performance.

**Cookson**  
Copies of the annual report will be sent to shareholders and will be available from the Group Secretary, Cookson Group plc, 130 Wood Street, London EC2V 6EQ.



## THIS WEEK

# Waiting for Mr Greenspan



The manner of a Fed move also has important implications for European bond markets, which so far have been unable to decouple themselves from falling prices across the Atlantic. Last Wednesday Europe was given an excuse for market turmoil of its own with figures showing the most explosive growth in German money supply since unification prices since the Fed's February move has analysts divided to whether a short, sharp and much needed correction in equities is under way, whether this is the start of a creeping bear market which could see a slow, relentless decline in valuations as small US investors who have plunged into mutual funds switch out again.

The main focus of these campaigns is the company annual meeting season, generally known as the proxy season, which is just about to begin. In the months preceding the meetings, investors and managements go through an elaborate game of carrot and stick,

Wilshire looked at the return to shareholders of 42 companies targeted by CalPERS between 1987 and 1992. The group significantly underper-

**Of course, few investors have Calpers ability to concentrate the minds of under-performing**

---

- **The remarkable convergence of long-term interest rates in some EU member states since the ERM collapse implies that monetary union would run with the grain of market forces.**
- **Nominal bond yields, though recently close to post-war lows in many countries, imply that the purchasers of government debt do not feel that public deficits are excessive and**

That is the test where the reality of the market should intrude. If the capital flows of 1992-93 are any guide, the market will discipline states for whom EMU is unrealistic. Those states that are genuinely convergent will be presented with a de facto EMU.

Historically, an upswing in Europe's economy has raised political spirits - spurring another leap forward in integration. On the EEC's 25th birthday in 1982 when "Euroclerosis" feeling was at its most virulent - the Community was regarded as politically dead. Yet political vision was restored as early as December

Those in power at the time may feel the issue should be postponed despite the risk to the members of the core group that an external shock could trigger a tidal wave of capital flows. Investors should reckon on a significant probability that EMU is alive and will kick into operation this century and not exclude the possibility that it could start on schedule in 1997.











## EQUITY MARKETS: This Week

## NEW YORK

Patrick Harverson

## Investors gripped by inflation fever

Having survived Friday's nerve-racking release of the February employment report unscathed, the stock market faces a quiet week, with nothing on the economic agenda to match the import of the monthly jobs figures.

Awaiting the employment data was nerve-racking because both the bond and stock markets feared that if the figures had come in above forecasts, the Federal Reserve would have quickly pushed up interest rates again in an attempt to dampen inflationary pressures in the increasingly buoyant economy. In the event, the report was mixed, and the feared rate increase never materialised, allowing share prices to end the week on a positive note.

Ironically, the fuss over whether the Fed would follow a strong employment report by raising rates diverted attention from the fact that the February jobs figures were bullish for stocks. They were neither so buoyant as to raise fears of an overheated economy, nor so weak as to revive concern about the state of the labour market.

This good news was mostly overlooked because the stock market has caught a bad case of the bond market's inflation fever. In recent weeks the slightest hint of rising prices - in a purchasing managers' report, say, or a regional Fed survey - has spooked fixed-income investors and pushed up long-term interest rates and depressed share prices.

While concerns about inflation appear to have eased, few economists can find any real evidence of rising prices in the economy at the moment, the stock market is right to be worried by the sight of rising long-term interest rates.

This is because, as Mr William

## Dow Jones Industrial Average



Dodge, Dean Witter's chief economist points out in this week's equity research note, the stock market has moved from an interest rate-driven phase in the cycle to an earnings-driven phase. If interest rates continue to rise, they will eventually inflict some damage on the economy. Weaker economic growth can only lead to weaker corporate earnings growth.

Or, as Mr Dodge puts it: "If interest rates do not fall, the tug-of-war between rising earnings and higher interest rates will begin to erode current stock market levels. And if interest rates slow the economy while remaining high, the earnings underpinning will be pulled out from under the market."

Fortunately, bond prices performed remarkably well on Friday, and interest rates actually ended the day slightly lower. Some observers hope that this resilient display marks a turning point of some kind for the bond market. The end, perhaps, of weeks of jittery, panicky trading.

If they are right, then the stock market should enjoy a welcome respite from the recent turmoil that has unsettled financial markets in the US and Europe. It helps that there is little important economic news due this week that might unsettle investors. The main events are Wednesday's publication of the Fed's "Beige Book" report on the economy, and Friday's release of February retail sales data.

## LONDON

Terry Byland

## Time now for the bargain hunters

It was another difficult week for equities, although the final net loss of only a few points on the FT-SE 100 Index is not in itself anything to lose sleep over. The question asked on all sides is, quite simply, "Is it over yet or is another March 1987 lurking in the shadows?"

The answer from market strategists is that fears have been overdone, that a shakeout in bond markets was inevitable and that equities now present a buying opportunity. "It is to be missed. And the market seems to be agreeing with them."

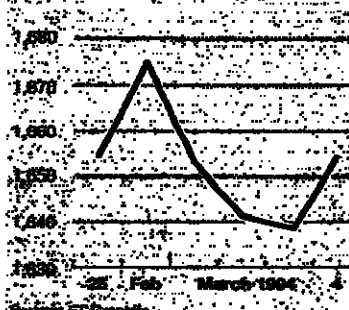
There has been no great selling of equities - bonds and stock index futures are another matter - and the institutions have begun to buy. "They have sought out bargains rather than buying across the board, and they have eschewed sectors seen as deserving a good kicking: the financial sector, and in particular those with securities markets exposure, have continued to suffer."

The good news is that the European bond markets, directly responsible for the setback in equities, now show signs of disengaging from the US Treasury market. London, like other European markets, is still resigned to a further tightening by the Federal Reserve, but such fears no longer appear to be upsetting share prices.

The London stock market is now looking towards economic recovery for support, now interest rate prospects are more clouded. This week brings potential developments on this score.

The oil sector's concern over languishing crude prices has relaxed as Opec does not meet until the end of the month. But ministers of the Gulf-Cooperation Council (GCC), which is effectively led by Saudi Arabia and Kuwait, meet in Jeddah

## FT-SE 100 Share Index



this weekend. Nomura Research warns that the stock market may be greatly mistaken in its apparent assumption that oil price weakness is merely a temporary aberration.

The GCC is unlikely to contradict the blunt statement from the Saudis last December that they are not prepared to cut production. Oil exploration stocks, notably Enterprise and Lando, are still vulnerable to adverse news on oil pricing and share prices may not wait for the Opec meeting.

The uncertainties of the past fortnight have refocused attention on solid dividend-paying stocks which will underpin the liability side of pension fund balance sheets.

The RECs, the 12 regional electricity companies, have been overshadowed by awareness that their distribution reviews are in hand and that a harsher regulatory regime lies ahead.

Pennine Gordon believes their dividend paying capacities will not be too badly hindered by tighter regulation.

Pennine reckons the value of the National Grid, owned by the RECs, is "grossly underestimated" in balance sheets, and may be worth about \$4.1bn. It considers dividend rates of 6 per cent should be possible and raises London Electricity, Northern Electric, Seaboard, Southern Electric and Yorkshire Electricity as buys.

## OTHER MARKETS

## ZURICH

Ascom, the troubled telecoms equipment maker, is expected to reveal a 1993 loss of about SF350m (\$241m) at a press conference today. Electrowatt and Bear Holding also present full-year figures today. Analysts have been busy revising upwards their estimates for CS Holding which reports preliminary results tomorrow, after Friday's figures from Credit Suisse. Estimates for earnings range up to SF2.2bn, compared with SF1.03bn in 1992. Alusuisse is seen posting a 33 per cent fall in pre-tax profits tomorrow. SBC, giving full details of its 1993 results on Wednesday, has already reported net income up 36 per cent at SF1.27bn.

RBC and its parent, ABB, report on Wednesday. Hoare Govett expects net profit to fall to \$376m from \$505 due to higher non-recurring costs at ABB.

## FRANKFURT

Bosch, the first of Germany's big three electrical groups to report, is widely expected to cut the dividend to DM6 from last year's DM9, tomorrow. A 40 per cent fall in earnings after nine months was attributed to weakness in the European fibres business and polypropylene manufacture.

## AMSTERDAM

Fokker reports on Wednesday and there is a broad consensus that the aircraft manufacturer, which has already unveiled plans for a drastic cut in aircraft output and jobs, will announce a F1150m (\$79m) loss for 1993. Analysts are looking for a 10 per cent improvement at Heineken, reporting on Thursday. ABB Amro's figures are expected to advance 20 per cent on Thursday.

## STOCKHOLM

A spate of results this week looks set to confirm a sharp turnaround in earnings, says UBS. Gambero and Sandvik are seen raising net profit by 27 per cent tomorrow while Stora is expected to see a return to profit of about SEK400m. Results on Thursday come from AGA, Asea, Ericsson with an expected 137 per cent rise in pre-tax profit, Hennes & Mauritz and Trelleborg.

## TOKYO

Trade tensions between Japan and the US following Washington's decision last week to revive the Super 301 provision for retaliatory trade tariffs may become an important influence.

## RISK AND REWARD

## Derivative frailties exposed by volatility



The dramatic sell-off in leading government bond markets during the past two weeks has exposed fundamental weaknesses in the fast-moving world of derivatives. Perhaps the most serious breakdown during this period of intense volatility has been the failure of securities houses to ensure liquidity in products they had structured and sold when the going was good.

Volatility is an important component in the pricing and trading of derivatives. It can be defined as a statistical measure of the tendency of a market price or yield to vary over time, or in the case of a government bond, until it matures. When a trader has to evaluate an option price, volatility is one of the most important and difficult elements to gauge because it is usually the only variable the trader does not know with certainty in advance.

With respect to options on European government bond futures, the implied volatility on Italian and Spanish government bond options is relatively high at around 10 per cent. Traders say the high level of implied volatility in these instruments mainly reflects the uncertain outlook on interest rates in these countries. In view of the volatility associated with these markets, it was not much of a surprise when implied volatility shot up during the recent heavy falls in the futures and cash markets.

By contrast, traders of fixed-income derivatives were panic-stricken when the implied volatility in options on German bunds more than doubled. Before the rout, options on bunds were seen as a model of price stability, boasting a low implied volatility of between 3 per cent to 4 per cent.

According to Mr Peter Karger, head of futures and options at NatWest in Frankfurt, the implied volatility in bund options went as high as

10 per cent last Wednesday, when bund futures rose and fell by more than two points before closing virtually unchanged. The volatility has since fallen back to around 7 per cent though the surge has caused the historical volatility of the options to increase substantially.

Although the rise in volatility made it much more expensive for investors or traders to buy options on Bunds, it also meant big paper profits for investors who held them. However, many have failed to realise these profits since liquidity in the market has virtually dried up. The large rise in volatility has made fair-weather market-makers reluctant to buy back options, causing bid-offer spreads to widen to more than six basis points from between three or four basis points during normal market conditions.

Indeed, many market-makers, especially those who have participated in the recent spate of government bond auctions, are keen to sell options at current levels in order to hedge their positions. Some traders of fixed-income derivatives argue the over-the-counter market in these products has never been particularly efficient. "It has never been a liquid two-way market, it has always been negotiated," says a head of department at a leading UK house.

Observers believe it will be some time before liquidity improves and they fear that a long delay could bring on further, debilitating bouts of volatility. The big players, namely the hedge funds forced to liquidate positions when a series of bets went wrong, are licking their wounds and are unlikely to come back soon.

Another brake on liquidity has been the sharp rise in margin requirements on several futures and options exchanges which have penalised those brave enough to keep trading. "Less liquidity means a greater likelihood in price jumps," says Mr Karger.

Antonia Sharpe

This advertisement is issued in compliance with the requirements of the International Stock Exchange of the United Kingdom and the Republic of Ireland Limited ("the London Stock Exchange"). It does not constitute an invitation to the public to subscribe for, or purchase, any securities. Application has been made to the London Stock Exchange for the ordinary shares and the new ordinary shares of Roxspur plc (the "Company") to be admitted to the Official List. It is expected that dealings in the ordinary shares and the new ordinary shares of the Company will commence on 16th March, 1994.

## Roxspur plc

(Incorporated in England under the Companies Act 1929. Registered in England No. 1605000)

Acquisition of  
The Brearley Group Limitedand  
Placing and Open Offerby  
Guinness Mahon & Co. Limited

of  
25,650,938 new ordinary shares of 5p each at 21p per share

## Share capital following the Placing and Open Offer

Authorised £5,000,000 in ordinary shares of 5p each. Issued and to be issued fully paid £2,650,938. The principal activities of Roxspur are the design, manufacture and installation of playground equipment, safety surfacing and street furniture. The principal activity of The Brearley Group Limited is the manufacture and sale of temperature sensors and associated products.

Listing Particulars relating to the Company have been approved by the London Stock Exchange as required by the listing rules under Section 142 of the Financial Services Act 1986 and are available during normal business hours on any working day (Saturdays and public holidays excepted) from the Company's Announcements Office, London Stock Exchange Tower, Capital Centre, off Beakwall Lane, London EC2N 1B9, by collection only up to and including 9th March, 1994, and during normal business hours (excluding Saturdays), up to and including 16th March, 1994 from:-

Guinness Mahon & Co. Limited, 22 St. Mary's Hill, London EC3P 3AP (a member of The Securities and Futures Authority Limited and the London Stock Exchange)

and at the registered office of the Company in England: Levermore House, Brooklink Way, Sittingbourne, Kent ME10 3RN

7th March, 1994

**RAIFAX**  
£500,000,000  
Floating Rate Notes 1999

In accordance with the provisions of the Notes, notice is hereby given that, for the three month period 3rd March, 1994 to 3rd June, 1994, the Notes will bear interest at the rate of 5.1563 per cent per annum. At 3.00 p.m. on 3rd March, 1994, the interest payable on 3rd June, 1994, at £1,299.67 per coupon from Notes of £100,000 nominal and £129.97 per coupon from Notes of £10,000 nominal.

S.G. Warburg & Co. Ltd.  
Agent Bank

**COMPAGNIE BANCAIRE**  
£100,000,000  
Floating Rate Notes due 1995

In accordance with the provisions of the Notes, notice is hereby given that, for the three month period ending 2nd June, 1994 has been fixed at 5.2575 per cent per annum. The interest accruing for each three month period will be £133.90 per £100,000 Bearer Note, and £13.39, 04 per £10,000 Bearer Note, on 2nd June, 1994 against presentation of Coupon No. 7.

Union Bank of Switzerland  
London Branch Agent Bank  
2nd March, 1994

## THE THAI PRIME FUND LIMITED

(Incorporated in the Republic of Singapore)

## NOTICE OF SIXTH ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the Sixth Annual General Meeting of the Company will be held at the Meeting Room, 3rd Floor, Investment Trust Department, The Nomura Securities Co., Ltd., Dai-ichi Edobashi Building, 1-9 1, Nihonbashi, Chuo-Ku, Tokyo, Japan on Wednesday 30 March 1994 at 9.00 a.m. to transact the following business:-

- To receive and adopt the audited accounts for the year ended 31 December 1993 and the Directors' and Auditors' Reports thereon. (Resolution 1)
- To re-elect the following Directors retiring under the provisions of Articles 118 of the Company's Article of Association. (Resolution 2A) (Resolution 2B)
  - Mr. Odom Vichayabhai
  - Mr. Lewis Weston
- To re-appoint KPMG Peat Marwick as Auditors and to authorise the Directors to fix their remuneration. (Resolution 3)
- AS SPECIAL BUSINESS
  - To declare a second and final dividend of US\$1.00 tax exempt per redeemable preferred share for the year ended 31 December 1993. (Resolution 4A)
  - To approve the amount of US\$10,000 proposed as Directors' Fees (Resolution 4B)
- Any other business.

By Order of the Board

TAN SOEK BEE (MS)  
Secretary

4 March 1994

Singapore

## NOTE

A member of the Company entitled to attend and vote at the above Meeting is entitled to appoint a proxy to attend and vote in his stead. A proxy need not be a Member of the Company. The instrument appointing a proxy must be lodged at the registered office of the Company not less than 48 hours before the time set for holding the Meeting. There is no Directors' Service Contract in existence.

NOTICE TO THE HOLDERS OF  
AUTOBACS SEVEN CO., LTD.  
(the "Company")

Warrants  
to subscribe for shares of common stock of  
Autobacs Seven Co., Ltd. issued with  
U.S. \$100,000,000

4 1/2 per cent. Guaranteed Bonds due 1995  
(the "Warrants A")  
and  
Warrants  
to subscribe for shares of common stock of  
Autobacs Seven Co., Ltd. issued with  
U.S. \$100,000,000

3 per cent. Guaranteed Bonds due 1996  
(the "Warrants B")

Pursuant to Clause 3 (iv) of each of the Instruments dated 28th February, 1991 and 12th March, 1992 (the "Instruments"), relating to the Warrants A and B, notice is hereby given as follows: In accordance with the resolution of the Board of Directors of the Company adopted at the meeting held on 1st February, 1994, the Company will make a free distribution of shares of its common stock (the "Shares") to its shareholders of record as of 31st March, 1994 by way of a stock split in the ratio of 1.1 Shares for each Share held.

Consequently, each of the Subscription Prices (as defined in the respective Instruments) of the Warrants A and B will be adjusted, effective as of 1st April, 1994 (Japan time), in the manner as set forth below pursuant to Clause 3 (i) of each of the Instruments:

- Warrants A:  
Subscription Price before adjustment: Yen 8,089.00  
Subscription Price after adjustment: Yen 7,333.50
- Warrants B:  
Subscription Price before adjustment: Yen 8,231.10  
Subscription Price after adjustment: Yen 7,482.80

The Daiwa Bank, Limited,  
on behalf of  
AUTOBACS SEVEN CO., LTD.

7th March, 1994

## CONTRACTS &amp; TENDERS

United Nations  
LOGISTICAL SUPPORT SERVICES  
MISSION IN SOMALIA

The United Nations Mission, approximately four weeks after the completion of a contract, is seeking proposals for the support of approximately 18,000 military and civilian personnel throughout Somalia. The support required includes but is not limited to: Major building renovation and construction; Major Supply Route (MSR) and runway repair, long line land, water and power production, camp maintenance and contract management and administration. In view of the complexity and the nature of the work, the United Nations Mission, only those contractors that have satisfied the UN of their broad based project management experience, capabilities, and capital strength will be invited to participate in this international RFP. The United Nations is seeking to identify such contractors by way of a Request for Information and Questionnaire.

The United Nations therefore seeks initial expressions of interest from contractors with the following minimum qualifications:

- At least 10 years experience in international projects in harsh and/or hostile environments.
- Prime contractor experience in the subject projects, with individual project annual values of at least US \$50 million.
- Net assets of at least US \$30 million.

The RFP documents, which will cost US \$500, will require proposals to be accompanied by a Proposal Bond of US \$100,000 and is a condition that any successful contractor will require the successful firm to provide a Performance Bond of US \$1 million.

Qualified contractors may obtain the Request for Information and Questionnaire package by forwarding an Expression of Interest with a copy of their most recent set of certified accounts, and a letter (maximum five pages) summary of their relevant experience by 5:00 p.m. New York time, 16 April, 1994, to Mr. Adrian Howe, Acting Chief, Logistics & Transportation Service, United Nations, Room A-6104, 604 UN Plaza, New York, NY 10017, USA. Submissions should be in writing only, with the cover envelope clearly marked "LOGSOM EOI". Pre-qualified bidders under existing contracts may be published in the press. Questions concerning this application process may be forwarded by fax only, not by telephone, on (212) 963-0977, clearly marked "LOGSOM EOI".

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NOTICE TO THE WARRANTHOLDERS OF  
The Warrants  
to subscribe for shares of Common Stock of  
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issued in conjunction with  
U.S. \$300,000,000 3 1/8 per cent. Guaranteed Notes due 1996

Pursuant to Condition 11 of the Terms and Conditions of the Warrants relating to the above described Warrants, we hereby notify that the subscription price of the above described Warrants has been revised pursuant to Condition 2(A) of the Terms and Conditions of the Warrants as follows:

Subscription Price before revision: \$1,338.00  
Subscription Price after revision: \$1,231.00

This adjustment has taken effect from today, March 7, 1994 (Japan time).

By: The Bank of Tokyo Trust Company  
As Disbursement Agent for  
Hawaii Co., Ltd.

Dated: March 7, 1994

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For the six months

7th March, 1994 to 6th September, 1994

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 3.25 per cent. per annum, and that the interest payable on the interest payment date, 6th September, 1994 against Coupon No. 12 will be Yen 1,629,452 per Yen 100,000,000 Note.

The Industrial Bank of Japan, Limited  
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Year	Percentage
1950	7
1960	9
1970	11
1980	13
1990	14
2000	15
2010	16
2020	16

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Denmark	DKK 3.200	Italy	LIT 600,000	Portugal	ESC 60,000		
Finland	FMK 2,200	Luxembourg	LEF 13,500	Spain	PTS 63,000		

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**BID PRICE:** Ask called underpin price. The price at which shares are sold back by issuer.

**CANCELLATION PRICE:** The minimum redemption price. The amount received when shares are redeemed before maturity or by a formula laid down by the government. In practice, used with fixed conversion rights. However, it may also apply to convertible preference shares where the cancellation price is less than the value of the shares by the company at any time, usually to discourage those which have a large call option.

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1000 units @ £1107 = £1107  
£1107 units @ £1107 = £1107  
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**HISTORIC PRICING:** The letter if denotes that the purchase will normally take place at the price set on the most recent valuation. The letter H denotes that the purchase will be at historical prices and may not reflect the current dealing rates because of an intervening portfolio change. The letter L denotes that the purchase will be at below par prices and may even go forward slightly at any time.

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Other obligatory notes are contained in the last columns of the following table.

**90 UK Investment and Trust**  
**90 US Investment and Trust**  
**90 International Investment**  
**Zambia Fund**  
**100 New Oxford Street, London WC1A 1QS**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	5
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Fund Name	ISIN	NAV	YTD	1Y	3Y	5Y	10Y	20Y	30Y
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456789	100.00	1.2%	5.1%	12.3%	18.7%	24.5%	30.2%	35.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456790	100.00	1.1%	5.0%	12.2%	18.6%	24.4%	30.1%	35.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456791	100.00	1.3%	5.2%	12.4%	18.8%	24.6%	30.3%	35.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456792	100.00	1.4%	5.3%	12.5%	18.9%	24.7%	30.4%	36.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456793	100.00	1.5%	5.4%	12.6%	19.0%	24.8%	30.5%	36.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456794	100.00	1.6%	5.5%	12.7%	19.1%	24.9%	30.6%	36.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456795	100.00	1.7%	5.6%	12.8%	19.2%	25.0%	30.7%	36.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456796	100.00	1.8%	5.7%	12.9%	19.3%	25.1%	30.8%	36.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456797	100.00	1.9%	5.8%	13.0%	19.4%	25.2%	30.9%	36.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456798	100.00	2.0%	5.9%	13.1%	19.5%	25.3%	31.0%	36.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456799	100.00	2.1%	6.0%	13.2%	19.6%	25.4%	31.1%	36.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456800	100.00	2.2%	6.1%	13.3%	19.7%	25.5%	31.2%	36.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456801	100.00	2.3%	6.2%	13.4%	19.8%	25.6%	31.3%	36.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456802	100.00	2.4%	6.3%	13.5%	19.9%	25.7%	31.4%	37.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456803	100.00	2.5%	6.4%	13.6%	20.0%	25.8%	31.5%	37.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456804	100.00	2.6%	6.5%	13.7%	20.1%	25.9%	31.6%	37.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456805	100.00	2.7%	6.6%	13.8%	20.2%	26.0%	31.7%	37.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456806	100.00	2.8%	6.7%	13.9%	20.3%	26.1%	31.8%	37.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456807	100.00	2.9%	6.8%	14.0%	20.4%	26.2%	31.9%	37.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456808	100.00	3.0%	6.9%	14.1%	20.5%	26.3%	32.0%	37.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456809	100.00	3.1%	7.0%	14.2%	20.6%	26.4%	32.1%	37.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456810	100.00	3.2%	7.1%	14.3%	20.7%	26.5%	32.2%	37.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456811	100.00	3.3%	7.2%	14.4%	20.8%	26.6%	32.3%	37.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456812	100.00	3.4%	7.3%	14.5%	20.9%	26.7%	32.4%	38.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456813	100.00	3.5%	7.4%	14.6%	21.0%	26.8%	32.5%	38.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456814	100.00	3.6%	7.5%	14.7%	21.1%	26.9%	32.6%	38.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456815	100.00	3.7%	7.6%	14.8%	21.2%	27.0%	32.7%	38.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456816	100.00	3.8%	7.7%	14.9%	21.3%	27.1%	32.8%	38.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456817	100.00	3.9%	7.8%	15.0%	21.4%	27.2%	32.9%	38.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456818	100.00	4.0%	7.9%	15.1%	21.5%	27.3%	33.0%	38.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456819	100.00	4.1%	8.0%	15.2%	21.6%	27.4%	33.1%	38.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456820	100.00	4.2%	8.1%	15.3%	21.7%	27.5%	33.2%	38.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456821	100.00	4.3%	8.2%	15.4%	21.8%	27.6%	33.3%	38.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456822	100.00	4.4%	8.3%	15.5%	21.9%	27.7%	33.4%	39.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456823	100.00	4.5%	8.4%	15.6%	22.0%	27.8%	33.5%	39.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456824	100.00	4.6%	8.5%	15.7%	22.1%	27.9%	33.6%	39.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456825	100.00	4.7%	8.6%	15.8%	22.2%	28.0%	33.7%	39.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456826	100.00	4.8%	8.7%	15.9%	22.3%	28.1%	33.8%	39.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456827	100.00	4.9%	8.8%	16.0%	22.4%	28.2%	33.9%	39.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456828	100.00	5.0%	8.9%	16.1%	22.5%	28.3%	34.0%	39.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456829	100.00	5.1%	9.0%	16.2%	22.6%	28.4%	34.1%	39.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456830	100.00	5.2%	9.1%	16.3%	22.7%	28.5%	34.2%	39.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456831	100.00	5.3%	9.2%	16.4%	22.8%	28.6%	34.3%	39.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456832	100.00	5.4%	9.3%	16.5%	22.9%	28.7%	34.4%	40.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456833	100.00	5.5%	9.4%	16.6%	23.0%	28.8%	34.5%	40.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456834	100.00	5.6%	9.5%	16.7%	23.1%	28.9%	34.6%	40.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456835	100.00	5.7%	9.6%	16.8%	23.2%	29.0%	34.7%	40.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456836	100.00	5.8%	9.7%	16.9%	23.3%	29.1%	34.8%	40.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456837	100.00	5.9%	9.8%	17.0%	23.4%	29.2%	34.9%	40.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456838	100.00	6.0%	9.9%	17.1%	23.5%	29.3%	35.0%	40.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456839	100.00	6.1%	10.0%	17.2%	23.6%	29.4%	35.1%	40.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456840	100.00	6.2%	10.1%	17.3%	23.7%	29.5%	35.2%	40.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456841	100.00	6.3%	10.2%	17.4%	23.8%	29.6%	35.3%	40.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456842	100.00	6.4%	10.3%	17.5%	23.9%	29.7%	35.4%	41.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456843	100.00	6.5%	10.4%	17.6%	24.0%	29.8%	35.5%	41.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456844	100.00	6.6%	10.5%	17.7%	24.1%	29.9%	35.6%	41.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456845	100.00	6.7%	10.6%	17.8%	24.2%	30.0%	35.7%	41.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456846	100.00	6.8%	10.7%	17.9%	24.3%	30.1%	35.8%	41.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456847	100.00	6.9%	10.8%	18.0%	24.4%	30.2%	35.9%	41.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456848	100.00	7.0%	10.9%	18.1%	24.5%	30.3%	36.0%	41.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456849	100.00	7.1%	11.0%	18.2%	24.6%	30.4%	36.1%	41.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456850	100.00	7.2%	11.1%	18.3%	24.7%	30.5%	36.2%	41.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456851	100.00	7.3%	11.2%	18.4%	24.8%	30.6%	36.3%	41.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456852	100.00	7.4%	11.3%	18.5%	24.9%	30.7%	36.4%	42.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456853	100.00	7.5%	11.4%	18.6%	25.0%	30.8%	36.5%	42.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456854	100.00	7.6%	11.5%	18.7%	25.1%	30.9%	36.6%	42.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456855	100.00	7.7%	11.6%	18.8%	25.2%	31.0%	36.7%	42.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456856	100.00	7.8%	11.7%	18.9%	25.3%	31.1%	36.8%	42.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456857	100.00	7.9%	11.8%	19.0%	25.4%	31.2%	36.9%	42.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456858	100.00	8.0%	11.9%	19.1%	25.5%	31.3%	37.0%	42.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456859	100.00	8.1%	12.0%	19.2%	25.6%	31.4%	37.1%	42.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456860	100.00	8.2%	12.1%	19.3%	25.7%	31.5%	37.2%	42.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456861	100.00	8.3%	12.2%	19.4%	25.8%	31.6%	37.3%	42.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456862	100.00	8.4%	12.3%	19.5%	25.9%	31.7%	37.4%	43.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456863	100.00	8.5%	12.4%	19.6%	26.0%	31.8%	37.5%	43.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456864	100.00	8.6%	12.5%	19.7%	26.1%	31.9%	37.6%	43.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456865	100.00	8.7%	12.6%	19.8%	26.2%	32.0%	37.7%	43.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456866	100.00	8.8%	12.7%	19.9%	26.3%	32.1%	37.8%	43.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456867	100.00	8.9%	12.8%	20.0%	26.4%	32.2%	37.9%	43.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456868	100.00	9.0%	12.9%	20.1%	26.5%	32.3%	38.0%	43.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456869	100.00	9.1%	13.0%	20.2%	26.6%	32.4%	38.1%	43.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456870	100.00	9.2%	13.1%	20.3%	26.7%	32.5%	38.2%	43.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456871	100.00	9.3%	13.2%	20.4%	26.8%	32.6%	38.3%	43.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456872	100.00	9.4%	13.3%	20.5%	26.9%	32.7%	38.4%	44.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456873	100.00	9.5%	13.4%	20.6%	27.0%	32.8%	38.5%	44.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456874	100.00	9.6%	13.5%	20.7%	27.1%	32.9%	38.6%	44.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456875	100.00	9.7%	13.6%	20.8%	27.2%	33.0%	38.7%	44.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456876	100.00	9.8%	13.7%	20.9%	27.3%	33.1%	38.8%	44.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456877	100.00	9.9%	13.8%	21.0%	27.4%	33.2%	38.9%	44.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456878	100.00	10.0%	13.9%	21.1%	27.5%	33.3%	39.0%	44.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456879	100.00	10.1%	14.0%	21.2%	27.6%	33.4%	39.1%	44.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456880	100.00	10.2%	14.1%	21.3%	27.7%	33.5%	39.2%	44.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456881	100.00	10.3%	14.2%	21.4%	27.8%	33.6%	39.3%	44.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456882	100.00	10.4%	14.3%	21.5%	27.9%	33.7%	39.4%	45.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456883	100.00	10.5%	14.4%	21.6%	28.0%	33.8%	39.5%	45.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456884	100.00	10.6%	14.5%	21.7%	28.1%	33.9%	39.6%	45.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456885	100.00	10.7%	14.6%	21.8%	28.2%	34.0%	39.7%	45.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456886	100.00	10.8%	14.7%	21.9%	28.3%	34.1%	39.8%	45.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456887	100.00	10.9%	14.8%	22.0%	28.4%	34.2%	39.9%	45.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456888	100.00	11.0%	14.9%	22.1%	28.5%	34.3%	40.0%	45.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456889	100.00	11.1%	15.0%	22.2%	28.6%	34.4%	40.1%	45.7%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456890	100.00	11.2%	15.1%	22.3%	28.7%	34.5%	40.2%	45.8%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456891	100.00	11.3%	15.2%	22.4%	28.8%	34.6%	40.3%	45.9%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456892	100.00	11.4%	15.3%	22.5%	28.9%	34.7%	40.4%	46.0%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456893	100.00	11.5%	15.4%	22.6%	29.0%	34.8%	40.5%	46.1%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456894	100.00	11.6%	15.5%	22.7%	29.1%	34.9%	40.6%	46.2%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456895	100.00	11.7%	15.6%	22.8%	29.2%	35.0%	40.7%	46.3%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456896	100.00	11.8%	15.7%	22.9%	29.3%	35.1%	40.8%	46.4%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456897	100.00	11.9%	15.8%	23.0%	29.4%	35.2%	40.9%	46.5%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456898	100.00	12.0%	15.9%	23.1%	29.5%	35.3%	41.0%	46.6%
Abn-Amro Fund Mgrs Luxembourg SA	LU0123456899	100.00	12.1%	16.0%	23.2%	29.6%	35.4%	41.1%	

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## CURRENCIES AND MONEY

## POUND SPOT FORWARD AGAINST THE POUND

Mar 4	Closing mid-point	Change on day	Bid/offer spread	Days' mid	One month	Three months	One year	JP Morgan
Europe	(S)	18.0142	-0.0001	0.74	29.00	18.0142	18.0142	0.5
Australia	(A)	62.7896	+0.0001	0.74	29.00	62.7896	62.7896	0.5
Belgium	(B)	10.0102	-0.0002	0.06	29.00	10.0102	10.0102	0.5
Denmark	(D)	8.2918	-0.0001	0.06	29.00	8.2918	8.2918	0.5
France	(F)	6.5713	-0.0001	0.06	29.00	6.5713	6.5713	0.5
Germany	(G)	2.5629	-0.0001	0.06	29.00	2.5629	2.5629	0.5
Greece	(G)	371.567	+0.0001	0.06	29.00	371.567	371.567	0.5
India	(I)	1.0421	-0.0001	0.06	29.00	1.0421	1.0421	0.5
Italy	(I)	2.0136	-0.0001	0.06	29.00	2.0136	2.0136	0.5
Luxembourg	(L)	52.7896	+0.0001	0.06	29.00	52.7896	52.7896	0.5
Netherlands	(N)	2.0136	-0.0001	0.06	29.00	2.0136	2.0136	0.5
Norway	(N)	11.0408	-0.0001	0.06	29.00	11.0408	11.0408	0.5
Portugal	(P)	202.061	+0.0001	0.06	29.00	202.061	202.061	0.5
Spain	(S)	161.070	-0.0001	0.06	29.00	161.070	161.070	0.5
Sweden	(S)	11.0408	-0.0001	0.06	29.00	11.0408	11.0408	0.5
Switzerland	(S)	2.1488	-0.0001	0.06	29.00	2.1488	2.1488	0.5
UK	(U)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
USA	(U)	1.5924	-0.0001	0.06	29.00	1.5924	1.5924	0.5
South Africa	(S)	0.0000	-0.0001	0.06	29.00	0.0000	0.0000	0.5
Argentina	(A)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Brazil	(B)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Canada	(C)	2.0000	-0.0001	0.06	29.00	2.0000	2.0000	0.5
China	(C)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
India	(I)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Japan	(J)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
South Korea	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Taiwan	(T)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Thailand	(T)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5

## DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Mar 4	Closing mid-point	Change on day	Bid/offer spread	Days' mid	One month	Three months	One year	JP Morgan
Europe	(S)	12.0000	-0.0001	0.06	29.00	12.0000	12.0000	0.5
Australia	(A)	36.4100	-0.0001	0.06	29.00	36.4100	36.4100	0.5
Belgium	(B)	8.7200	-0.0001	0.06	29.00	8.7200	8.7200	0.5
Denmark	(D)	8.7200	-0.0001	0.06	29.00	8.7200	8.7200	0.5
France	(F)	6.5800	-0.0001	0.06	29.00	6.5800	6.5800	0.5
Germany	(G)	2.5700	-0.0001	0.06	29.00	2.5700	2.5700	0.5
Greece	(G)	371.567	+0.0001	0.06	29.00	371.567	371.567	0.5
India	(I)	1.0400	-0.0001	0.06	29.00	1.0400	1.0400	0.5
Italy	(I)	2.0100	-0.0001	0.06	29.00	2.0100	2.0100	0.5
Luxembourg	(L)	52.7896	+0.0001	0.06	29.00	52.7896	52.7896	0.5
Netherlands	(N)	2.0100	-0.0001	0.06	29.00	2.0100	2.0100	0.5
Norway	(N)	11.0300	-0.0001	0.06	29.00	11.0300	11.0300	0.5
Portugal	(P)	202.061	+0.0001	0.06	29.00	202.061	202.061	0.5
Spain	(S)	161.070	-0.0001	0.06	29.00	161.070	161.070	0.5
Sweden	(S)	11.0300	-0.0001	0.06	29.00	11.0300	11.0300	0.5
Switzerland	(S)	2.1400	-0.0001	0.06	29.00	2.1400	2.1400	0.5
UK	(U)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
USA	(U)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
South Africa	(S)	0.0000	-0.0001	0.06	29.00	0.0000	0.0000	0.5
Argentina	(A)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Brazil	(B)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Canada	(C)	2.0000	-0.0001	0.06	29.00	2.0000	2.0000	0.5
China	(C)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
India	(I)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Japan	(J)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
South Korea	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Taiwan	(T)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Thailand	(T)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5

## CROSS RATES AND DERIVATIVES

Mar 4	Closing mid-point	Change on day	Bid/offer spread	Days' mid	One month	Three months	One year	JP Morgan
Europe	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Australia	(A)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Belgium	(B)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Denmark	(D)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
France	(F)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Germany	(G)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Greece	(G)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
India	(I)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Italy	(I)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Luxembourg	(L)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Netherlands	(N)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Norway	(N)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Portugal	(P)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Spain	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Sweden	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Switzerland	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
UK	(U)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
USA	(U)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
South Africa	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Argentina	(A)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Brazil	(B)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Canada	(C)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
China	(C)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
India	(I)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Japan	(J)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
South Korea	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Taiwan	(T)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Thailand	(T)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5

## FIXED INTEREST RATES

Mar 4	Closing mid-point	Change on day	Bid/offer spread	Days' mid	One month	Three months	One year	JP Morgan
Europe	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Australia	(A)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Belgium	(B)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Denmark	(D)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
France	(F)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Germany	(G)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Greece	(G)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
India	(I)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Italy	(I)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Luxembourg	(L)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Netherlands	(N)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Norway	(N)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Portugal	(P)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Spain	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Sweden	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Switzerland	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
UK	(U)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
USA	(U)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
South Africa	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Argentina	(A)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Brazil	(B)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Canada	(C)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
China	(C)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
India	(I)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Japan	(J)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
South Korea	(S)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Taiwan	(T)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5
Thailand	(T)	1.0000	-0.0001	0.06	29.00	1.0000	1.0000	0.5

## UK INTEREST RATES

Mar	0.6842	0.6814	-0.0035	0.5945	0.5904	63,200	107,957
Jun	0.6842	0.5785	-0.0048	0.5915	0.5774	22,894	34,428
Sep	0.5786	0.5786	-0.0033	0.5796	0.5763	25	2,417

EUROPEAN SECURITY MARKETS			
Mar	Apr	One-month	7 days' bid
Interbank Standing	a - 4 1/2	0 - 4 1/2	
Standing Cds	-	AA - 5 1/2	
Treasury Bills	-	-	
Bank bills	-	-	
Local authority debts	4 1/2 - 4 3/4	5 1/2 - 5 1/2	
Discount market debts	7 - 7 1/2	8 1/2 - 8 1/2	

US EUROPE TRADING COMPANIES (MAR) \$F 125,000 per \$F.						
Mar	0.6856	0.6867	-0.0019	0.9672	17,730	43,749
Jun	0.6842	0.5933	-0.0018	0.9657	0.820	8,036
Sep	-	0.6933	-0.0020	0.9685	0.820	9



FINANCIAL TIMES MONDAY MARCH 7 1994

**INVESTMENT TRUSTS - Cont.**[illegible]



**TRANSPORT - Cont**[illegible]



**Continued on next page**







## FT GUIDE TO THE WEEK

7  
MONDAY

## Kazakhstan holds elections



Kazakhstan's voters choose a federal parliament and local councils. The former Soviet republic, almost half of whose population is Russian, has steered a careful course under President Nursultan Nazarbayev (above). Rich in energy, but yet to exploit its reserves, it has seen big falls in living standards and a rise in ethnic tensions.

President Nazarbayev has called for votes for parties which "have shown an understanding of the real problems of the country and are striving to find a solution", which means those backing him. They will probably win a solid majority and support his so far benign authoritarianism.

**Tuzla airport** in north-central Bosnia is expected to re-open under United Nations supervision. Agreement to open the airport, held by Bosnian Serbs, who are also besieging the Moslem-held city, was secured by the UN and Moscow last week. It will facilitate the delivery of food convoys.

**SIS meeting:** Central bank governors from the G10 countries gather in Basel to discuss international monetary trends, under the auspices of the Bank for International Settlements. They will discuss the current volatility of bond and equity markets, and concerns about the activities of US hedge funds which take bets on markets in the hope of making big short-term gains.

**Foreign Affairs** ministers of the European Union, meeting in Brussels (to Mar 8), will discuss Greece's trade embargo against the former Yugoslav republic of Macedonia. This will be a sensitive issue, as Greece is chairing the meeting as EU president.

**The European Parliament** begins a week-long plenary session.

**Nordic Council:** Finland and Sweden's agreement of terms to join the European Union and the uncertainty of Norway's position will give edge to the meeting of Nordic leaders when they gather for a regular get-together in Stockholm (to Mar 10).

**Liberian civil war:** Disarmament of warring factions under the supervision of the Economic Community of West African States Cease-fire Monitoring Group is scheduled to begin, but may run into trouble.

**Romania's president** Ion Iliescu begins a one-week visit to Lithuania, South Korea and China, aiming to boost trade and foreign investment. In South Korea he will visit Samsung and Goldstar as well as Daewoo which plans to invest US\$400m in the Romanian car industry.

8  
TUESDAY

## Norway on the brink

European Union foreign ministers, meeting in Brussels, will be hoping they can iron out the problems that prevented Norway settling terms by the March 1 deadline for an accession deal. Agreement is being held up by disputes over fish. Spain wants access for its fishing fleet to Norwegian waters, while Norway is insisting its fishermen be able to sell their catch throughout the Union.

A deal with Norway would allow the EU to submit an outline agreement with Finland, Sweden, Austria and Norway to the European Parliament by Thursday. Accession would still depend on referendums in favour in all four countries.

**UK output figures:** Economists are looking for a January bounce-back in UK manufacturing output and industrial production, after December falls in both measures raised doubts about the strength of the UK recovery.

The consensus is for month-on-month rises of 0.3 and 0.4 per cent respectively. If the figures are much weaker than that, expect renewed speculation of further base rate cuts.

**Geneva Motor show:** Several key models for European vehicle makers will be unveiled at the Geneva motor show. It has its Press preview today, followed by a trade and industry day tomorrow. High on the list for attention will be the final production version of Audi's A8 aluminium lightweight luxury car.

The Geneva show, traditionally one of the best-attended by manufacturers from all around the world, runs until March 16 inclusive.

**Swedish TV floats:** Applications for shares in the first public flotation by a Swedish television company start today (to Mar 18). TV4, the country's only commercial terrestrial channel, is to sell 20 per cent of the company for SKr400m (\$50m). The 4m shares are priced at SKr100 each and TV4 hopes to attract 35,000 new investors.

**International Women's Day:** Holiday in Russia and Ukraine.

**FT Survey: Credit Management.** With the UK economy emerging from recession, the need for good credit management is greater than ever. Historically, a third of companies that fail do so during recession, but two-thirds go bust as they emerge from recession. Good credit management can ease the pressure on cash flow.

**Football:** Scotland play The Netherlands at Hampden Park, Glasgow.

9  
WEDNESDAY

## Europe's regions in focus

The European Union's Committee of the Regions holds its inaugural meeting in Brussels (to Mar 10). The Committee, created by the Maastricht treaty, is intended to give a consultative voice to Europe's regions.

Its first task is to elect a president. The Belgian Luc van den Brande, leader of the Flemish regional government, Jacques Blanc, from Languedoc-Roussillon in France, and Charles Gray, former leader of Strathclyde council in Scotland, have their hats in the ring. But rivalry between the first two may bring forward a Catalan candidate, either Pasqual Maragall, the mayor of Barcelona, or Jordi Pujol, president of the autonomous government of Catalonia.

## US-Japan trade

US secretary of state Warren Christopher (left) begins a visit to Japan (to Mar 11). The main topic on the agenda will be trade. The atmosphere will be tense, following the decision of the Clinton administration to revive its Super 301 trade weapon.

**Cambodia's** two prime ministers, Prince Norodom Ranariddh and his junior partner Hun Sen, begin a visit to Japan to attend an international conference on Cambodian economic reconstruction (to Mar 12). They will meet prime minister Morihiro Hosokawa and representatives of the Keidanren business federation.

**Hong Kong's** government tables the second of Governor Chris Patten's political reform bills. This bill, seen as the more contentious, seeks to broaden the democratic franchise and relates to arrangements for the colony's Legislative Council elections in 1995.

**The European Parliament** votes on legislation to establish minimum European Union standards for car emissions by 1996. The parliamentary environmental committee is demanding tougher standards, which could delay the legislation. The vote is expected to be close.

**German pay talks:** Some 3.5m public sector workers begin their next round of pay talks in Stuttgart.

**Off the peak:** UK chatterboxes will be celebrating, as BT and Mercury, the two biggest carriers, abolish their peak rate charges for calls between 8am and 1pm on weekdays. Both companies will have a daytime rate from 8am to 6pm and an off-peak rate from 6pm until 8am.

**Football:** England play Denmark at Wembley Stadium, London. Wales play Norway at Ninian Park, Cardiff.

10  
THURSDAY

## China's Peoples' Congress

About 3,000 delegates gather in Beijing for the annual session of China's National People's Congress, the country's closest equivalent to a parliament. The Congress will endorse fundamental changes already under way in the financial system, including tax and banking reform.

Two things, however, will not be far from delegates' minds: the frail appearance last month of Deng Xiaoping, China's patriarch; and fears that the economic boom might be getting out of hand. Beijing is trying to win back financial and macro-economic control from provincial capitals after several years of helter-skelter growth.

**EU enlargement:** The European Parliament has said it must receive by today details of the membership deals the European Union has negotiated with Austria, Sweden, Finland - and possibly Norway, if it manages to conclude negotiations in time.

The draft acts of accession are due for discussion by the foreign affairs committee before the parliament votes on their texts, probably in May. Parliament must approve the package before the applicants can join the Union.

**Czech mates:** Vaclav Klaus, prime minister of the Czech Republic, will sign a Partnership for Peace at Nato headquarters in Brussels, forging closer military links with the Atlantic alliance. The Czechs will be the 10th state from eastern Europe and the former Soviet Union to sign up.

**Macedonia embargo:** Greek foreign minister, Carolos Papoulias, holds talks in Geneva with Cyrus Vance, the UN mediator in Greece's dispute with Macedonia over its name.

Greece is under pressure both from the UN and its European Union partners to drop a trade ban against the former Yugoslav republic and resume dialogue with its neighbour.

**An Anglo-Irish** intergovernmental conference takes place in London. Patrick Mayhew, Britain's Northern Ireland secretary, and Dick Spring, the Irish foreign minister, will meet to discuss the state of the peace initiative, against the background of continuing prevarication by Sinn Fein and the decision of the Ulster Unionists not to talk to the Irish government before a devolved Northern Ireland assembly was set up.

**Parade of pampered pooches:** Dog lovers and breeders will be converging on the National Exhibition Centre, Birmingham, for the start of Crufts the Dog Show, the UK's leading judging competition. They can look forward to four days of comparing notes and weighing up the finer points.

**Holiday:** South Korea (Labour Day).



The Conservatives point the way forward. Britain's Conservative government is in the midst of scandals over aid and arms sales.

11  
FRIDAY

## Frei takes over in Chile

Chile's long democratic tradition will be fully restored when President Patricio Aylwin hands over power to fellow Christian Democrat Eduardo Frei, elected last December. The changeover will end a painful period of Chilean history which saw 17 years of military rule after a coup led by General Augusto Pinochet in 1973.

President Aylwin has been credited with overseeing a remarkably smooth four-year transition, during which the economy grew by 28 per cent.

**Warren Christopher**, US secretary of state, arrives in Beijing for an official visit (to Mar 14). He will warn that billions of dollars in trade are in jeopardy because of China's human rights record.

**The Liberal Democrats**, Britain's centre party, start their spring conference in Cardiff (to Mar 13). With the ruling Tories unpopular and in disarray, and the opposition Labour Party distrusted by many voters, the Lib-Dems can hope to hold the balance of power in a hung parliament after the next general election.

**Holiday:** Indonesian New Year.

12-13  
WEEKEND

## Lower Saxony votes

Germany's seven-month spate of elections begins on Sunday with the contest for the state parliament of Lower Saxony. The leftwing SPD, currently ruling in coalition with the Greens, hopes to win enough votes to rule on its own.

The main question for federal chancellor Helmut Kohl's rightwing CDU is how badly it will fare. The liberal FDP, ruling in coalition with the CDU in the federal government, may not reach the 5 per cent threshold needed to win seats at all.

**Austria's provinces** of Carinthia, Tyrol and Salzburg hold elections for their assemblies on Sunday. The vote will test the public reaction to the country's accession deal with the European Union.

**Women priests:** Saturday sees the first ordination in Britain of women priests into the Church of England. The ceremony takes place at Bristol Cathedral in presence of visiting clergy from around the world.

Sunday is Mothering Sunday. Compiled by Patrick Stiles. Fax: (+44) (0)71 573 3194.

## ECONOMIC DIARY

## Other economic news

**Monday:** Consumer credit figures will give a further guide to the strength of the UK recovery. Analysts will be watching to see if consumers are starting to curtail their borrowing as the April tax increases approach. In recent months, borrowing has been quite strong, but analysts expect a slowdown to £300m in January, from December's £413m.

**Tuesday:** Figures for fourth quarter West German GDP are expected to show a 0.5 per cent fall from the third quarter, indicating that the economy suffered a double dip after two successive quarterly rises. Pan-German unemployment, which topped an unadjusted 4.03m in January, is expected to show a further rise.

**Friday:** Whole world visible trade figures for the UK in December are expected to show a deficit at around the same level as the 11m recorded in November. Since the December deficit with non-European Union countries has already been announced, at £671m, the new element of the figures will be trade with the EU. The accuracy of the EU figures, compiled under the Intrastat system and based on VAT, has been questioned.

## Statistics to be released this week

Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Mon	US	Jan consumer credit	+\$6bn	\$7.3bn
Mar 7	UK	Jan consumer credit	£300m	£443m
Tue	US	4th qtr productivity revenue	-	4.2%
Mar 8	US	Johnson Redbook, w/e March 5	-	Unchanged
	Germany	4th qtr GDP, Western**	-0.5%	0.6%
	Germany	Feb unemployment, West, seas adj	25,000	27,000
	Germany	Jan employment, West, seas adj	-25,000	-21,000
	Germany	Feb vacancies, West	-	10,000
	Germany	Feb unemployment, East	-	118,000
	UK	Jan manufacturing output*	0.3%	-0.6%
	UK	Jan manufacturing output**	1.5%	2.6%
	UK	Jan industrial production*	0.4%	-0.6%
	Canada	Dec labour income, seas adj**	2.1%	2.2%
	Canada	Feb housing starts (units)	155,000	143,000
	Sweden	Jan producer prices index**	-	5%
Wed	US	Jan wholesale trade	-	-0.6%
Mar 9	Germany	Feb cost of living, final**	-	3.5%
Thur	US	Initial claims, w/e March 5	338,000	318,000
Mar 10	US	M1, w/e Feb 28	+\$2.8bn	+\$2.2bn
	US	M2, w/e Feb 28	+\$3.5bn	+\$3.4bn
	US	M3, w/e Feb 28	+\$1.5bn	+\$13.5bn
	US	Monthly M1 - Feb	+\$5.3bn	\$5.1bn
	US	Monthly M2 - Feb	-\$4bn	\$6.9bn
	US	Monthly M3 - Feb	-\$26bn	\$4.2bn
	Canada	Feb help wanted index	65	68

Day Released	Country	Economic Statistic	Median Forecast	Previous Actual
Thur	Canada	Jan motor vehicle sales, seas adj*	-2%	2.6%
Mar 10	Australia	Feb unemployment, seas adj	10.6%	10.6%
(cont)	Norway	Feb consumer prices index**	1.3%	1.3%
Fri	US	Feb retail sales	-0.5%	-0.5%
Mar 11	US	Dfco, ex-subs	-0.4%	-0.3%
	France	Feb consumer prices index, prelim*	0.2%	-0.1%
	France	Feb consumer prices index, prelim**	4.7%	2.1%
	UK	Dec visible trade	-2.1bn	-£1.04bn
	Canada	Feb employment, seas adj	0.2%	-0.3%
	Canada	Feb unemployment rate	11.4%	11.4%
	Canada	Jan dept store sales**	-3.4%	-0.4%

## During the week...

Japan	4th qtr GDP, seas adj annualised	-0.4%	2%
Germany	Jan capital a/c	-	-DM12.3bn
Germany	Jan long-term capital a/c	-	-DM34.6bn
Germany	Jan retail sales - real **	0.0%	-0%
Germany	Jan producer prices index*	6.5%	-0.1%
Germany	Jan producer prices index**	0.2%	-0.1%
France	Jan M3*	0.5%	-1.5%
Netherlands	Feb consumer prices index*	0.3%	0.3%
Netherlands	Feb consumer prices index**	2.1%	2.4%
Belgium	Dec industrial production**	-7.2%	-7.2%
Spain	Feb unemployment - registered	18.2%	19.85%

\*month on month, \*\*year on year, \*\*\*quarter on quarter Statistics, courtesy MIMS International.

MONDAY PRIZE CROSSWORD  
No.8,397 Set by DANTE

A prize of a Pelikan New Classic 380 fountain pen for the first correct solution opened and five runner-up prizes of 236 Pelikan vouchers will be awarded. Solutions by Thursday March 17, marked Monday Crossword 8,397 on the envelope, to the Financial Times, 1 Southwark Bridge, London SE1 8HL. Solution on Monday March 21.

Name: \_\_\_\_\_  
Address: \_\_\_\_\_

## Winners 8,385

J. Buckley, Grotton, Oldham  
J.M. Hughes, West Moseley, Surrey  
J.G.H. Pearce, Woburn Sands, Milton Keynes  
E.S. Purves, Larchmont, New York, USA  
Eira Sanders, Nether Poppleton, York  
R. Slater, Birmingham

## Solution 8,385

ABOLISH REFLUG  
U S A E R N  
SALON IMAGINARY  
P A E L N N N N  
INTERESTS CREWE  
I I I I I I  
EVOLVE OCCUPANTS  
N N R O A A  
FISHMAN LEMMA  
A R C E O  
SLING THEOSOPHY  
O U E A L I A  
IDENTICAL AVAIL  
O R I K E R Y  
NOTICES PODDERY

"Insist on a  
Californian brandy -  
unless you're up to your  
neck in snow with a  
St. Bernard approaching."

CLINT CRAWFORD,  
HOT DOC SKIER, CALIFORNIA.



INTRODUCE SOME CALIFORNIAN INTO  
THE CONVERSATION.

E&J  
SINGLE CASK MATURED BRANDY.

Of broking and jobbing the Pelikan's fond,  
See how sweetly he puts your word into bond.

Pelikan

JOTTER PAD